

**THE IMPACT OF INTERNET MARKETING ON  
POOLED INTERDEPENDENT AUSTRALIAN SPORTING  
ORGANISATIONS**

*A study of the effects of Internet marketing practice and its relationship with revenue and costs associated with an online presence*

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Submitted in partial fulfillment of the requirements for the Degree of

Doctor of Education

University of Tasmania

2005

Originality Statement

I declare that this thesis contains no material that has been accepted for a degree or diploma by the University of Tasmania or any other institution, except by way of background information and is duly acknowledged in the text.

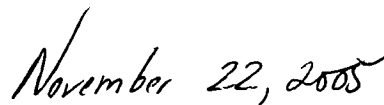
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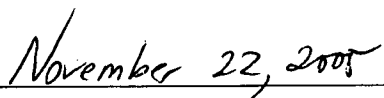
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Date,



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I wish to acknowledge the people that played a significant role in the completion of this work.

Thank you Cathy for your love, support and understanding of me for the time and distance required to conduct this work.

A leap of faith is the act of believing in something without, or in spite of, available empirical evidence. Over five ago John Williamson Ph.D. took a leap of faith and in doing so has guided me through what was one of the most fulfilling scholarly undertakings of my life, the doctoral study. Dr. Williamson, thank you for your ceaseless support and your enduring encouragement of me over the years. Thank you for taking that leap.

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### Dedication

This thesis is dedicated to my children, daughter Emily Michal Craw and son Ethan Luke Craw, whose lives are a never ending lesson for me in the binding strength of unconditional love. Emily and Ethan you both are the most precious gifts.

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### Abstract

This study investigated the impact of Internet marketing on pooled interdependent Australian sporting organisations. Determinants of revenue and costs in Australian sporting organisations involved in Internet marketing were examined and, in addition to investigating for revenue and costs, literature driven Internet marketing practices were used to analyse Internet marketing practice in the study's population. Thus, a bigger picture of the effects and impacts on Internet marketing in these organisations could be presented.

Internet marketing practices were proposed mostly by practitioner oriented exploratory literature and the limited empirical research literature available regarding Internet marketing in Australian sporting organisations. Therefore, the study examined relationships among Internet marketing practices in the context of Australian sporting organisations and their utilisations of various Internet marketing techniques.

Local, state/territory and national level pooled interdependent Australian sporting organisations with websites represented the population of the study (N=100). Sixty-seven (n = 67) local, state/territory and national level Australian sporting organisations completed a 41 question questionnaire.

Local, state and national level Australian sporting organisations were grouped into three geographic regions: (1) South East region (Victoria and Tasmania), (2) North East region (New South Wales, Queensland and the Australian Capital Territory and, (3) the West region (South Australia, Western Australia and the Northern Territory). The study used Parametric and Non-Parametric statistical analysis procedures (Descriptives, Independent *t* test, ANOVA and Scheffe and Kolmogorov-Smirnov test) to measure the data received from the respondents for the purpose of determining the results of the study's three (3) research questions:

- 1) Are Australian sporting organisations' Internet marketing revenue greater than Australian sporting organisation Internet marketing costs?
- 2) Do Australian sporting organisations' Internet marketing costs for a financial year significantly exceed budget allocation in that same financial year?

3) Do Australian sporting organisations' employees rate tactical Internet marketing practice as a better practice relative to strategic Internet marketing practice?

A critical alpha level of .05 was used to reject the null hypotheses of equal means.

The data indicates that Internet marketing revenue is less than its Internet marketing costs for all respondents nationwide. Nationwide Australian sporting organisations costs from Internet marketing do not differ significantly from their revenue ( $t = 1.27$ ). Research questions 2 identified that Internet marketing costs are significantly higher than the amount they budgeted for Internet marketing ( $t = 2.215$ ). Research question 3 suggests Australian Sporting organisations' employees' rate tactical Internet marketing as significantly better Internet marketing practice than strategic Internet marketing practice ( $Z$  value interpretation of .0123).

Although there is evidence of revenue and costs differences, budgeting imbalances, and dissimilar decision making procedures in Australian sporting organisation Internet marketing, the data suggests that an online presence is vital for a competitive business advantage thus justifying its use as a marketing tool.

This thesis serves as a seminal first step in establishing an empirical knowledge base for pooled interdependent Australian sporting organisation Internet marketing practice. Sporting organisations located outside of Australia may consider using this study as a point of reference.

Key words:

Pooled interdependent Australian sporting organisations, Internet marketing, revenue, costs, trends, marketing mix, website, World Wide Web.

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**Identification of acronyms**

ARPA	Advanced Research Project Agency
ARPANET	Advanced Research Project Administration Network
ASO	Australian sporting organisation
ASC	Australian Sports Commission
B2B	Business to Business
B2C	Business to Consumer
DOT.COM	Computer Company
E-BUSINESS	Electronic Business
E-COMMERCE	Electronic Commerce
SMEs	Small and Medium Enterprises
SMTP	Simple Mail Transfer Protocol
URL	Universal Resource Locator
WWW	World Wide Web.

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## Glossary

A number of key terms used in this thesis have particular meaning within the context of chapter one and the entire study. This section explains those terms in order to avoid misinterpretation of their meanings. For the purposes of this research the term Internet marketing refers to Australian sporting organisation use of the Internet to promote the sport it represents. There are a number of specific terms that further clarify the definition of Internet marketing in Australian sporting organisation, and they include:

Ad impression:	Describes one viewing of an Advertisement by a single member of its audience
Australia wide	See Nationwide
Australian Sports Commission:	The Australian Federal Government agency that oversees all participatory sport in Australia. Australia has an integrated sporting system that encourages sport and physical activity for all Australians. The ASC administers and funds sport in Australia on behalf of the Federal Government developing sporting excellence and increasing community participation
Australian sporting organisation:	See pooled interdependent Australian sporting organisations
Banner Advertisement:	A typically rectangular graphic displayed for the purpose of brand building and driving traffic to a website
Click-stream:	A record of the path a user takes through a website
Click-through:	A click-through (ad click) occurs each time a user clicks on a banner advertisement to direct them tot web page that contains further information
Closed-ended questions:	Questions that require choosing from a list of answers

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Cluster analysis:	A term used for statistical procedures that classify objects or people into some number of mutually exclusive and exhaustive groups
Co-branding:	An arrangement between two or more companies where they agree to jointly display content and perform a joint promotion using brand logos and banner advertisements
Closed question:	Category of question found in the assessment instrument that requires a specific response
Cost:	The money, professional practice, personnel resources, Internet marketing practice required to implement develop launch maintain and update a website
Cover letter:	The letter attached to a questionnaire that explains the purposes and importance of the questionnaire
Descriptives:	Statistics (Mean, Median, Mode and Standard Deviation) used to describe the distribution of data
Downloading:	The electronic transfer of information from one computer to another, generally from a larger computer to a smaller one, such as a microcomputer
Early adopters:	Companies or departments that invest in new marketing techniques and technologies when they first become available in an attempt to gain a competitive advantage despite the higher risk entailed than that involved in a more processual approach
E-business:	Actively exploring a website on the Internet to purchase an item or find out information about how to purchase an item as listed from the website
E-commerce:	Commerce that is transacted electronically, as over the Internet
E-mail:	Sending messages or documents between individuals
Encryption:	The scrambling of information into a form that cannot be interpreted
Fantasy sport:	A fee-for-service online prognostication of sport event outcomes

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HTML:	(Hypertext Markup Language). A format used to define the text and layout of a web page
HTTP:	(Hypertext transfer protocol) A standard that derives the way information is transmitted across the Internet
Hyperlink:	A method of moving between one website and another by clicking on a highlighted or underlined section of a web page
Impact:	The effect of the Internet marketing practices on Australian sporting organisation Internet marketing practice
Internet:	The physical network that links all computers around the world
Internet marketing:	The application of the Internet and related digital technologies to achieve marketing objectives
Internet Marketing practice:	<p>the method of facilitating Internet marketing by one of two approaches:</p> <ol style="list-style-type: none"><li>1. Strategic marketing practice Long term calculated planning for a specific targeted outcome/s or</li><li>2. Tactical marketing practice Spontaneous unplanned decision making applied randomly to Australian sporting organisation Internet marketing to achieve a quick fix</li></ol>
Internet marketing practice:	Internet marketing activities
Interstitials:	Advertisements which are usually included in a pop-up window whilst in a website
Intranet:	A network in a single company
Likert Scale:	Type of closed question that requires the subject to respond by choosing one of several items with the assumption that there are equal intervals between them

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## Local sport

- organisations:** Facilitators of sport at the community level. They serve a population of people usually located within a thirty-kilometre radius of its office in a built up area (such as city). In rural areas a local level Australian sporting organisation usually serves a township and its surrounding municipality
- Mass marketing:** One-to-many communication between a company and potential customers with limited tailoring of the message. Place, Promotion, Price and Profit were used for this study
- Metrics:** the process of educating, informing and transitioning in order for sales to occur and revenue to be generated – a measurable standard or a target which actual performance is compared
- Nationwide** Describes data in terms of the combined 67 respondents to this study
- National Sporting Organisations:** The peak organisations for each sport in Australia. They facilitate the entire population of the applicable sport by developing programs from grass roots to advanced or elite level. Grass roots programs are entry level activities that introduce a sport to a population. An activity might be a modified sport offered to the population via an existing structure such as school. Elite sport is offered for those who have demonstrated ability in the sport. Programs usually involve intensive, highly advanced training programs, and the highest possible level of competition that is available to the population. The national level agency responsibility is to cooperatively facilitate, with state level organisations, all facets of the administration of these programs (including funding). These organisations are administered under the Australian Sports Commission (ASC), which is the federally funded parent-agency for sport in Australia
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Online:	A person who is actively exploring a website on the Internet
Online Advertising:	Promotional material listed on a website
Online Merchandise:	Items for purchase on a website
Online presence:	Australian sporting organisations that have a publicly accessible website
Online Subscriptions:	An individual on a website who is seeking to join an association or club
Open ended question:	Category of question in assessment instrument that allows the respondent latitude to express feelings and to expand on ideas
Personnel Resources:	The person (or people) used to facilitate Internet marketing
Pilot Study:	A preliminary study performed to validate the research methodology
Place, Promotion, and Price.	Three elements of the traditional marketing mix (Borden, 1964; Mc Carthy, 1968)
Pooled Interdependent Australian sporting Organisations	Where Australian sporting organisation contributions to sport are made with a degree of independence but where interaction between the levels does occur so its resources, administration, facilities and participation opportunities are generated from the population back to the population for the common good of the organisation
Profit:	The fourth Elements of the marketing mix used in the study. The online profit impacts derived from the numerical difference derived from revenue and cost
Protocol:	A mutually determined set of formats and procedures governing the exchange of information between systems
Questionnaire:	The instrument used to obtain data by asking subjects to respond to questions rather than observing their behaviour

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- Region sample:** Probability sample in which the sampling units were selected into groups to reduce data collection costs. Three regions were used for this study: South East Region (Tasmania and Victoria, North East Region (Australian Capital Territory, New South Wales and Queensland) and the West Region (Northern Territory, South Australia and Western Australia
- Remote Access:** The ability to access a computer from outside a building in which it is housed, or outside the library
- Researcher:** The author of the thesis
- Revenue:** A product purchased online generating revenue by Internet marketing. For example, tickets sales for an event promoted by using the ASO website or, merchandise sales such as memorabilia (or other items) advertised using the website
- Search engine:** Specialised websites that use automatic tools (known as spiders or robots) to index pages of a registered website
- Security Methods:** When systems for electronic commerce are devised, or when existing solutions are selected, the following attributes must be present:
- 1) Authentication - are parties to the transaction who they claim to be.
  - 2) Privacy and confidentiality - are transaction data protected.  
Anonymous purchase. Intermediary records removed.
  - 3) Integrity - checks that message sent is complete.
  - 4) Non- reputability – ensures sender cannot deny sending the message
  - 5) Availability – how can threats to the continuity and performance of the system be eliminated
- Small and Medium Business (SME):** A company with 200 staff or less
-

State/ Territory

sporting

organisations: The senior authority of each sport in each State/ Territory. They serve the population and closely assist local level sporting organisations with implementing sport programs, administration and funding support.

Study: The information collated in the thesis

Trend: The tendency or inclination to indicate a direction in Internet marketing practice

Website: An individual and localised base of information and knowledge that can be accessed by other users on the Internet

World Wide Web: (WWW) A medium for publishing information on the Internet.

*Striving to take full advantage of the great potential of the Internet will be a focal point for many if not most sport organisations over the next decade. The sport industry has barely begun to take advantage of the promise the new technology offers with respect to revenue generation (Mahoney & Howard, 2001).*

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## **CHAPTER 1**

### **INTRODUCTION**

#### **1.1 Introduction**

This study investigates Internet marketing impacts on pooled interdependent Australian sporting organisations. The investigation aims to provide an empirical account of Internet marketing practice and begins the description of a little known subject area. The study seeks to provide a depiction of Internet marketing's appeal among sporting organisations, its importance to those organisations in terms of its economic worth, the sporting organisations' use of a strategic and/or tactical Internet marketing approach in their marketing practice and other pertinent information about Internet marketing techniques used by Australian sporting organisations.

Chapter 1 introduces the research project, which is focused on the study that measures the impact of Internet marketing on pooled interdependent Australian sporting organisations. Section 1.2 of this chapter is titled Background. It offers information about the use of the Internet including a brief description of its history. Section 1.3 outlines some relevant issues involved in Internet marketing in Australian sporting organisations. Section 1.4 states the significance of the study. Section 1.5 details the research objectives whilst section 1.6 presents the study's research questions. The context of the research (Section 1.7) presents discussion about structures, frameworks, theory and concepts applicable to the study. The limitations and the delimitations of the study are presented in sections 1.8 and 1.9 respectively. The assumptions of the study (Section 1.10) and the protocols of the study (Section 1.11) identify the fundamental premises without which

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this study could not proceed. The outline of the thesis structure (Section 1.12) is the final section of this chapter, and provides an outline of the body of the thesis.

## **1.2 Background**

### **1.2.1 Internet History**

The 'idea' of the Internet had its beginning toward the end of World War II when a vast network of electronically transmitted interrelated documents was envisaged (Bush, 1945), and discussed in the article titled "As we may think," (Atlantic Monthly, July, 1945).

Bush's idea was promoted by the editor of the magazine as "an incentive for scientists to bring the world together when the war has ceased." His article referred to a collection of notionally assembled range of technologies and workstations that were intertwined with documents that could be link-specified by the user. These initial thoughts of Bush (1945) are recognised today as the embryonic IT and World Wide Web communication system.

A doctoral study titled 'Internet Communication Nets' (Kleinrock, 1964), advanced Bush's (1945) initial thoughts by developing the basic principles of electronic information packet switching, thus providing the fundamental underpinning of information exchange via an Inter-networked technology. Although Kleinrock's principles continue to provide a basis for today's Internet technology, it was not until the late-1960s that the initial proposal of an international based inter-related network of computers ( that exchange information) would begin the transition to the Internet economy that is seen today.

In 1967, as part of the strategic United States defence mechanism, the Department of Defence's Advanced Research Project Agency (ARPA) led the research into the

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development and growth of an emerging electronic network of communication. The emerging electronic network was called the Internet. After the military had investigated the capabilities and applications of the Internet, it was open to various elements of the public sector. Over 10,000 people (hosts) were exchanging information electronically by 1988 (Gertz & Baptista, 1995; Raish, 1995).

The World Wide Web (WWW), a mechanism for publishing information on the Internet, developed to include millions of hosts (with global host growth of 340,000 per cent per annum) by 1995 (Raisch, 2000). It was at this time in Internet history (1995) that Australian sport organisations identified the Internet as a “new-medium” opportunity for the enhancement of information dissemination to customers.

In 1995 Australian sporting organisations embarked into the ‘global information revolution’ (Turban & King, 2003). Australian sporting organisations took on the WWW and in doing so began their journey of fostering a global community and transcending the traditional geographic boundaries of communication that Bush (1945) and Kleinrock (1964) had envisaged.

### **1.2.2 Internet Marketing**

Internet marketing is a process for building and maintaining customer relationships through online activities that facilitate the exchange of ideas, products, and services that symbiotically satisfy the goals of both parties (Imber & Toffler, 2000). The Internet is a ubiquitous electronic medium for marketing, advertising, public relations, and internal communications on a global scale. It is a 24-hour-a-day, 7-days-a-week, 52-week-a-year

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technology that breaks down and then transcends various traditional business services such as brick and mortar enterprises.

The Internet provides numerous services for organisations, many of which are valuable to professional associations as they communicate and conduct business with their customers. As these services and capabilities evolve, it is likely that the Internet will assume an even greater role in business transactions such as the following example:

Worldwide B2B ecommerce revenues were expected to pass USD\$1.4 trillion by the end of 2003 and by 2004, worldwide ecommerce revenues were expected to total USD 2.7 trillion (eMarketer, 2004). Further significant growth is projected.

The growing appeal of the Internet as a marketing tool has implications for Australian sporting organisations as they cyber-transform the marketing of their goods and services. A major implication of marketing online for sporting organisations is the growth in competition: these entities will become more able to cast a wider net to capture its customers. A wider net of customers ultimately can mean a consolidation their business futures; an online marketing strategy offers new ways of accessing client previously considered as unreachable. These 'ways' include the attraction of expanding the marketplace in pursuit of profit, the potential for significant savings in marketing costs and the desire for improved business communication including increased inter-activity between organisation and customer and allowance for a high degree of specialisation that is not economically feasible in the facilitation of the traditional business physical-world marketplace.

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The Internet has emerged as a new medium of economic and social exchange and since 1995 and it is likely that the Internet is altering the way Australian sporting organisations service their customers. Just as the Internet has reshaped a variety of business pathways relating to the offering products and services that rely on interactivity, Australian sporting organisations that have a WWW presence now have the chance to explore new directions in relation to exchange of information between sellers and vendors, and examine other virtual co-presences that were once impossible to attain.

Experts argue that the Internet as a business medium will become so pervasive in the future that 'every business will be an Internet business' or 'have the Internet has a key part of its shop front' (see Mohammed, Fisher, Jaworski & Cahill, 2002). Support for this argument in the Australian sporting organisation context is evidenced in the rapid increase in the number of pooled interdependent Australian sporting organisations implementing an online presence [400% increase in websites since 1995] (Hirons, 2002a).

The Internet is an important new technology and it receives much attention from business organisations, entrepreneurs, executives, investors and business observers (Porter, 2001). However, there is research that suggests many Internet ventures are "failing," hence a greater understanding of the determinants of performance on Internet marketing practice, such as achieving greater revenue than costs, is essential for their financial future (see for example, Evans & Smith, 2004; Haggerty, 1999; Kyles, 2002). In the context of greater understanding of the Internet as medium for business, the mix of impacts (both positive and negative) combined with evidence that the Internet as a

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medium for business that is here to stay, is a major motivation to undertake studies of this type.

### **1.3 Statement of the Problem**

The existing practitioner based Internet marketing literature is inconclusive about the best way to effect an Internet marketing presence to earn more revenue. There is no empirical evidence addressing how decisions are made by pooled interdependent Australian sporting organisations in the determination of their Internet marketing practice, i.e., to earn more than they spend in this area, and whether or not Internet marketing holds any fiscal benefit in terms of profit, image enhancement, ticketing and merchandising sales, promotional opportunities such as membership drives and profiling of athletes, complementary marketing with other mediums, market share and return on investment. Consequently, understanding the links between contemporary Internet marketing practice and the leveraging of an online presence between sporting organisations and the consumer to achieve higher profit levels, and being able to model the appropriate effectiveness of involvement in this marketing technique, is an area that requires investigation.

To maximise their returns it appears pooled interdependent Australian sporting organisations need to consider:

- utilising strategic Internet marketing practises and resisting tactical decision making to the website presence;
  - understanding where Internet marketing and a marketing mix fit together to achieve greater revenue than costs;
-

- achieving greater revenue in the context of controlled cost objectives, and
- integration of the marketing mix and the leverage effects of other marketing medium variables on Internet marketing for greater revenue returns.

No reference to an empirically tested and widely used instrument designed to describe Australian sporting organisation Internet marketing practice was found in the literature. Thus this thesis serves as a first step in identifying Internet marketing practices that may be utilised for the purpose of a competitive Internet marketing advantage for Australian sporting organisations.

#### **1.4 Significance of the Study**

A limited number of Australian sport-based Internet marketing websites of any classification are currently operating profitably (Hirons, 2002a; Hit wise.com, 2002). In consideration of issues that drive profitability in the pooled interdependent Australian sporting organisation context, it is appropriate that the information in a study of this nature should have theoretical, policy and practical meanings in the business lives of these sporting organisations. There is a need for a research base that will provide sporting organisations with information to assist in making appropriate decisions with regard to future Internet marketing practice and the prioritisation of resources that may result in greater revenue than costs.

As this study sought the gathering and analysis of a diverse collection of impacts and behaviour measures of Internet marketing in pooled interdependent Australian sporting organisations, it was understood that a unique body of evidence could be developed (for those sporting organisations) to use in developing and executing future

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Internet marketing practices that will contribute to the overall success of the organisation. It is axiomatic that Australian sporting organisations need to operate in a commercially viable way, therefore, an examination of their Internet marketing practises could reveal Internet marketing techniques that may, in the longer term, contribute toward the fiscal sustainability of Australian sporting organisations. As such, the evidence presented in the study will be of benefit to the organisations and the community more widely.

This research has the potential to make a significant contribution for a variety of reasons. First, as the study was conducted in partnership with industry it will provide information about Internet marketing to help fill a knowledge gap of e-commerce capabilities and practices of Australian sporting organisations. Second, the outcomes derived from the data and the recommendations for further study will provide the impetus for ongoing research into the area of Australian sporting organisations and their online commerce activities. Third, the findings will provide information to help organisations apply practical marketing application to a website. Practical marketing application information could be suitable for new adopters of websites and for those who already have a website. Fourth, application of the data will assist organisations that are yet to embark into online marketing and offer guidance regarding their intended Internet marketing practices. Also, it will provide Australian sporting organisations with the advice that they could use to examine the feasibility of developing websites; as opposed to establishing websites because it is assumed to be the best business practice at a particular time. Fifth, findings from this study may be used to address future planning issues and management of Australian sporting organisations' Internet marketing (This may apply also to other Australian sporting bodies that do not fit directly into the scope

of this study). Sixth, there is no existing empirical literature on the impact of Internet marketing on pooled interdependent Australian sporting organisations. Finally, the Australian data may assist sporting organisations beyond Australia that may be interested in this field of research. At present, there are no published and accessible data on the impact Internet marketing has in terms of Internet marketing and profitability, the real cost and amounts budgeted for Internet marketing and measures of contemporary Internet marketing practice.

This study contributes to the growing number of multiple-site multiple-method research studies using both qualitative and quantitative research techniques. As this research study is one that allows for the existing Internet marketing practices of Australian sporting organisations to be “heard,” the information of current Internet marketing practices taken from this study can be used to progress existing theoretical Internet marketing concepts and perhaps improve the day to day practices related to an online presence for profit.

### **1.5 Research Objectives**

This study aims to explore the relationship between Internet marketing techniques and revenue generation within the context of controlled costs. The specific objectives of the study are:

- to determine if Australian sporting organisation Internet marketing revenue exceeds costs;
  - to assess the extent to which Australian sporting organisations are devoting money and resources to Internet marketing;
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- to identify Australian sporting organisation employee views about Internet marketing practice in their organisation;
- to offer measures of Internet marketing that may be generalised to the population of the study; and
- to identify the trends of current Internet marketing practice across regions.

Based on these objectives the following research questions were formulated.

### **1.6 Research Questions**

This study sought to test empirically the relationship between Australian sporting organisation's Internet marketing practice and the performance of their Internet marketing endeavours in relation to achieving greater revenue than costs. The research questions and corresponding hypotheses stated in the null form for statistical purposes are:

#### **RESEARCH QUESTION 1**

Are Australian sporting organisations' Internet marketing revenue greater than Australian sporting organisation Internet marketing costs?

The Null Hypotheses were:

- H<sub>01</sub> There will be no significant difference between the costs and revenue associated with South East region Australian sporting organisation Internet marketing practices ( $p \leq .05$ ).
-

- H<sub>02</sub> There will be no significant difference between the costs and revenue associated with North East region Australian sporting organisation Internet marketing practices ( $p \leq .05$ ).
- H<sub>03</sub> There will be no significant difference between the costs and revenue associated with West region Australian sporting organisation Internet marketing practices ( $p \leq .05$ ).
- H<sub>04</sub> There will be no significant difference between the costs and revenue associated with Australian sporting organisation Internet marketing practices on a nationwide basis ( $p \leq .05$ ).

## RESEARCH QUESTION 2

Do Australian sporting organisations' Internet marketing costs for a financial year significantly exceed budget allocation in that same financial year?

The null hypotheses were:

- H<sub>05</sub> There will be no significant difference between South East region Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).
- H<sub>06</sub> There will be no significant difference between North East region Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).
- H<sub>07</sub> There will be no significant difference between West region Internet marketing costs for a financial year Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).
-

H<sub>08</sub> There will be no significant difference between respondents nationwide Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).

### RESEARCH QUESTION 3

Do Australian sporting organisations' employees rate tactical Internet marketing practice as a better practice relative to strategic Internet marketing practice?

H<sub>09</sub> There will be no significant difference of Australian sporting organisation employees' rating of tactical Internet marketing relative to strategic Internet marketing ( $p \leq .05$ ).

#### 1.6.1 Research Questions Descriptions

Research Question 1 provides the main focus of this research. Testing was undertaken by determining the relationship between Internet marketing costs and Internet marketing revenue. An independent  $t$  test measured the level of statistical significance.

Research Question 2 aimed to discover the difference between monies budgeted for Internet marketing and monies used to pay the costs of Internet marketing in Australian sporting organisations. Testing included comparing the budget allocation in a financial year versus actual cost for the same financial year. An independent  $t$  test measured the level of statistical significance.

Research Question 3 sought to discover the employee beliefs and opinions of their perceived effectiveness of tactical and strategic Internet marketing. Testing included the

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application of scaled measure employee opinions of tactical and strategic marketing. A Kolmogorov-Smirnov test measured the level of statistical significance.

### **1.6.2 Post Hoc Analyses**

Three post hoc analyses (see sections, 4.4, 4.5 & 4.6) examined the trends (if any) in Internet marketing practice in pooled interdependent Australian sporting organisations.

Post hoc analysis A investigated revenue and the costs according to website type. Three website types used in pooled interdependent Internet marketing, namely, (i) Team / League website types, (ii) Content website types and (iii) Commerce website types were examined with the aim of identifying the most used website type.

Post hoc analysis B (Section 4.5) involved an investigation of Internet marketing techniques in pooled interdependent Australian sporting organisations. Internet marketing techniques used by South East region, North East region and West region Internet marketing practices aimed at identifying techniques and practises that are more conducive to greater revenue than costs.

Post Hoc analysis C (Section 4.6) was an investigation of Australian sporting organisation employees' and their relationship with Internet marketing practice. An assessment of this area aims to reveal if sporting organisations have dedicated personnel to manage their online presence, or are relying on roles inter alia to facilitate it.

## **1.7 Context of the Study**

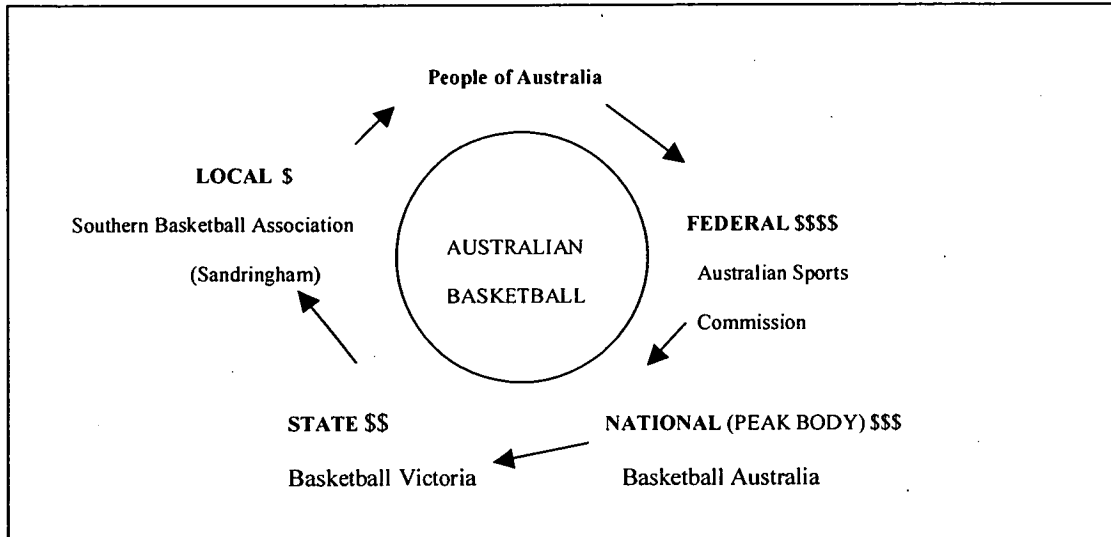
The research was conducted on Australian sporting organisations that are located in all states and territories of Australia (see, Chapter 3 - Figure 3.1). Australia has six states and

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two Territories, a population of 20 + million people located over an area of 7,692,024 square kilometres. The eight state capitals comprise 12 + million of the total population: Sydney 4.1 million, Melbourne 3.45 million, Brisbane 1.6 million, Perth 1.4 million, Adelaide 1.1 million, Canberra 310 thousand, Hobart 190 thousand and Darwin 90 thousand.

Australian sporting organisations are sporting people's structured link for administrative responsibility for the management, development, implementation, execution and evaluation of sport activities, and they exist to enrich the lives of all Australians and for the benefit of all who live in Australia. The structural relationship of Australian sporting organisations can be described as a 'pooled interdependent' (Slack, 1997; Thompson, 1967). Pooled interdependent Australian sporting organisations is defined as where member organisation contributions to sport are made with a degree of independence but where interaction between the levels does occur. The administration of Basketball is used to illustrate the relationship with the Australian Sports Commission (ASC) and the people of Australia (Figure 1.1).

**Figure 1.1. Conceptual pooled interdependence framework cycle of Australian sporting organisations.**



The framework cycle (Figure 1.1) illustrates how the people of Australia are connected to the levels of sporting organisations. There are three levels of Australian sporting organisation administrations: local, state/territory and national. All levels are strategically linked to provide an opportunity for participation in sport for Australian's.

There is an interaction of:

- fiscal resources;
- administration infrastructure;
- facilities;
- participation opportunities between the organisations; and
- sport opportunities for all Australians.

Every pooled interdependent Australian sporting organisation is classified as a 'Not for Profit company' and receives funding (directly or indirectly) from the ASC. There are

over 400 sport organisations affiliated with the ASC. Twenty five percent of these 400+ Australian sporting organisations are the sample for the study.

At the time this research was conducted local plus state and territory level sporting organisations existed in each state and territory jurisdiction of Australia. National level sporting organisations however, exist predominantly in the major population centres of Australia. with Melbourne and Sydney having the highest number (85 percent) of national organisations.

To gain a representative distribution of Australian sporting organisations they are grouped by region and by level of sporting organisation. Grouping by region and by level of sporting organisation resulted in the following categories: South East (Tasmania and Victoria), North East (Australian Capital Territory, New South Wales, Queensland), and the West Region (Northern Territory, South Australia, Western Australia). Each region had local, state and national level Australian components. It was considered that the grouping technique provided a reasonable basis on which to conduct the research. The sample had an active, publicly accessible website that was either: a Content/ information website, Team/ League website or Commerce website type.

### **1.7.1 Strategic Marketing and Tactical Marketing in Australian Sporting Organisations**

Strategic marketing decides the direction of the business while tactical marketing attracts the here-and-now decision making to secure potential buyers in the short term (Aaker, Kumar& Day, 1995; Kotler, 2000). Organisations may subject themselves to the perceived positive lures and latent outcomes of Internet marketing (without considering

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its strategic pathway), by choosing to focus on tactical and ad hoc business practices, which may result in generating revenue quickly.

The reason for marketing online is usually driven by a tactical based perception that it is an inexpensive and easy way to achieve a profit. That perception of “easy and inexpensive,” is likely to come from the attraction of an increased consumer base, which the Internet offers. However, Internet marketing is anything but easy and inexpensive to use as a tool of profit, and a cool-headed examination and consideration of various strategies such as how an online will achieve greater revenue than costs is necessary (see Gilbert, 2000; Kotha, 1998; May, 2000; Novak & Hoffman, 2001). In the case of pooled interdependent Australian sporting organisations, greater costs appear to be developing from a lack of strategic planning knowledge about how to use the Internet and/or ineffectual implementation of strategies on its use as a marketing tool (Kotler, 2000).

Australian sporting organisations appear to be using a tactical approach to utilise the Internet for marketing (Hirons, 2002a). A tactical approach, although highly flexible and responsive in the short-term, has little or no organisational structure. It is usually a temporary and convenient design to achieve a short-term answer to a marketing goal, but when applied as a long term strategy can cause an imbalance in formalisation of internal infrastructures, low levels of horizontal differentiation, no structured hierarchy of authority and high levels of decentralisation. Yet notwithstanding the consequences of tactical marketing, Australian sporting organisations appear to be rushing to an online presence without a comprehensive strategy of what can or cannot be done to maximise profits (after costs), and to achieve greater revenue than costs from its Internet marketing activity. One of the main causes for this occurrence in the shift in marketing techniques is

the advance in the utilisation of information technologies. It appears – at least on the surface - as though Australian sporting organisation Internet marketing practice may not reflect the dynamism of the technological unpredictability of the Internet as related to business use (Pope & Forrest, 1997; Van Beveren, 2002). However, and notwithstanding the uncertainties in the online medium, the increased access of customers to online product and services suggests that distribution of products and services is no longer necessarily a physical responsibility (i.e., merchandise sold through the traditional brick-and-mortar sites). It appears that Australian sporting organisations, perhaps as a result of a repositioning to online marketing technology, believe they may be able to achieve a greater competitive advantage by adopting the Internet to market its goods and services.

The number of Australian sporting organisations online continues to grow (Hirons, 2002a). If the Australian sporting organisation online growth trend continues and concomitant online tactical practice continues, the long-term outcome for Australian sporting organisations may be Internet marketing induced negative cash flow. Negative cash flow i.e., costs exceed income, has the ability – and the likelihood - to degrade professional practice applications and reduce personnel resources. Over time the negative cash flow effect has the potential to compromise Australian sporting organisation customer service expectations and also threatens the existence of future Australian sporting organisation marketing via the Internet.

As a large number of Australian sporting organisations are pursuing an involvement in Internet marketing, it is considered extremely important for a study of this nature to consider and assess the impacts and perceptions of the Australian sporting

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organisations notwithstanding the different strategies and/or tactics that may be utilised currently.

### **1.8 Limitations of the Study**

As noted earlier in the chapter, this study represents a first step in investigating Internet marketing as a medium of revenue generation for Australian sporting organisations, consequently there are a number of limitations that need to be acknowledged:

- profitability was defined as revenue directly generated by Internet marketing.  
Revenue that could not be directly attributed to the website were not considered in the study;
  - the data consist, in part, of the perceptions of the impacts of Internet marketing on Australian sporting organisations. They are the views of the person responding to the questionnaire on behalf of the Australian sporting organisation. Other members of the sporting organisation staff may hold a different view on the questions in the questionnaire;
  - the sample was taken from a printed list of Australian sporting organisations with websites displayed in the 2002 Australian sports information directory handbook. Australian sporting organisations not listed in the directory and those that were listed as not having a website were not considered in the study;
  - only one national level pooled interdependent Australian sporting organisation existed in the West region at the time of the study. All other national level organisations reside in the South East and North East regions;
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- some of the respondents' (N = 3) inadvertently did not answer all questions in the questionnaire, and
- budgetary constraints of the study prevented the sample of the study being interviewed face-to-face (West region and North East region).

### **1.9 Delimitations of the Study**

This study was completed in a real-world setting. Due to the nature of the topic and its relationship with a varied sample the examination of many variables was required, which raised questions from an external validity perspective. To overcome the issues related to its external validity the following delimitations were applied to assist the study's development, execution and analysis:

- to manage the scope of the study one person only was requested to complete the questionnaire;
- those who did not complete the questionnaire in full were contacted to complete the outstanding questions. The follow-up was performed by telephone interview;
- the study was restricted to the 2001-2002 financial year and budget cycles; and
- the study was restricted to a representative sample of pooled interdependent Australian sporting organisations over three author prescribed regions of Australia.

### **1.10 Assumptions**

This study had fundamental premises without which it could not have proceeded. It was assumed that certain conditions existed so that the data could be measured in a timely, cost effective and accurate manner. Conditions such as equity, environment, availability,

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honesty and accuracy were all assumed when formulating the study. These assumptions are stated openly and honestly, and it is up to the reader to judge how seriously the results of the study may have been affected by these variables.

Considering the dynamic nature of the topic of this study, the time frame to gain the measure of the sample was deemed appropriate to capture a real world “snap shot” of information. Furthermore, this study assumed that pooled interdependent Australian sporting organisations with a website used its Internet marketing presence to achieve greater profits. The study assumed the respondents in the sample involved had information technology skills when it came to their ability to market their Australian sporting organisation through the Internet. It was assumed that if an Australian sporting organisation had a web presence then it was used for marketing. Other assumptions were as follows:

- Internet marketing was used by Australian sporting organisations for the purpose of generating profit;
  - the interpretation of the questions in the questionnaire would be the same for all respondents regardless of the method of administration (i.e., interview process);
  - Australian sporting organisation respondents would abide by the conditions of the study by following the instructions provided to them. They would understand the directions of conditions and instructions;
  - each Australian sporting organisation would complete and return the questionnaire thus reflecting an intimate knowledge of that sporting organisation’s policies, procedures, measures and goals regarding their Internet marketing;
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- the sample's websites were available to the public of the World Wide Web 24 hours a day and 7 days a week;
- the sum of all results represents an indication of the Internet marketing characteristics for the sum of the subjects;
- the sample of the study had a financial year and an annual budget cycle;
- budget, budget review, profit/loss, income/expense and other official financial documents were used as the sole source of data for the study;
- each Australian sporting organisation offered access to goods and services through the Internet presence; and
- respondent sporting organisations were striving to achieve the maximum value from their Internet marketing.

### **1.11 Protocols**

The research fit the University of Tasmania's ethics guidelines and was approved by the Social Sciences Ethics Sub-Committee. Information that would jeopardise participant anonymity has been excluded from the study.

### **1.12 Outline of the Remainder of the Thesis**

Chapter 2 describes the literature concerned with Internet marketing. Although there is no literature on pooled interdependent Australian sporting organisation use of the Internet for marketing for revenue greater than cost, relevant information addressing marketing theory, pragmatic Internet marketing practices and assorted WWW statistics are identified in the chapter. The marketing, Internet marketing and WWW literature helped

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to determine the course of the study. The methodology used in the study is described in Chapter 3. It provides information about the sample frame, sampling method, questionnaire design (and development), administration of the study, data analysis, ethical considerations, responsibilities of the sample and responsibilities of the researcher. The results of the study are presented in Chapter 4. A summary of the findings, conclusions, recommendations, suggestions for future research is discussed in Chapter 5. The Reference section describes the literature used to support the study. Appendices A and B detail the questionnaire and information sheet used for the study. Appendix C describes all of the data provided by respondents to all questionnaire questions. Appendix D describes WWW growth. Appendix E is a description of all questions used in the study's questionnaire. Lastly, Appendix F identifies the respondent rating of this study's marketing mix that is used within their Internet marketing practice.

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## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

In the previous chapter the extent and rationale of this thesis were outlined. Chapter 1 suggests that contemporary Internet marketing practices should be explored for the purpose of investigating the impacts of Internet marketing in pooled interdependent Australian sporting organisations.

Literature on the impact of Internet marketing on pooled interdependent (Slack, 1997) Australian sporting organisations does not exist. Even though it was not necessary to find a priori theory to guide the study, it was important to review existing marketing literature to help structure thought about how the use of Internet marketing (for greater revenue than cost) fits into existing Australian sport organisation business structure.

Chapter 2 brings together the pertinent literature about variables that identify Internet marketing practice specifically in regard to the focus of the study noted in Chapter 1 (greater revenue than cost, budgetary practices and tactical and strategic marketing). Following the Introduction section (2.1), Section 2.2 considers the Internet in relation to latent profitability. An account of Internet growth trends, growth concerns and the perceived benefits are analysed and synthesised into the Australian sporting organisation context to support the development of the study. An interpretation of the interactivity and connectivity model (Dutta & Segev, 1999) between business and consumer (Figure 2.1) is provided to support the account. Section 2.3 discusses the use of the World Wide Web (WWW) from the perspective of Internet marketing for greater revenue than costs. Section 2.4 discusses the Internet when used as a business platform

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for generating revenue. It provides an illustration of Internet marketing revenue techniques used by other businesses. The purpose of this section is to demonstrate the opportunity the Internet provides as a medium for greater revenue than cost. Information about building a business advantage in a networked economy is addressed in section 2.5. The applications of the Internet, that aid Australian sporting organisations' to cast a wider marketing net in the pursuit of revenue, are addressed. Section 2.6 discusses marketing communication practice and provides a description of the benefit casting a wider marketing net might bring to Australian sporting organisations. Section 2.7 discusses Internet customers and their online procurement practices, whilst Section 2.8 discusses tactical and strategic Internet marketing decision making and its operational connection to generating online revenue greater than online cost. A Summary (Section 2.9) concludes Chapter 2.

## **2.2 Internet Marketing for Latent Profitability in Australian Sporting Organisations**

A literature study was undertaken to identify Internet marketing latent profitability in small and medium enterprises (SME's), and that the information made known could be useful in the context of exploring the status of Australian sporting organisations Internet marketing practices as it relates to revenue and costs. The rationale here is that if SME online-venture systems can be identified, the contextualisation of the identified systems could form a basis to promote an assessment of Internet marketing in sporting organisations and thus serve as a foundation for applied research in support of this study (Table 2.1).

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**Table 2.1. Summary of literature in relation to Internet marketing applied to Australian sporting organisations**

Author	Literature content related to Internet marketing	View on the inclusion of the Internet marketing literature in relation to focus of the study and applied to Australian sporting organisations
Peet (2000) Hardie, Bluestein, McKnight & Davis (1997)	Unprecedented variety of products and services can be made available online	Australian sporting organisations' online environment is customer service oriented as well as being sales oriented. Achieving greater revenue than cost from service and sales drive venture performance utilisations of the Internet, and determines long term sustainability of an Internet marketing presence
e-marketer (2002) Levine & Baroudi (1994)	Australian online population to 9.7 million (48% of Australians). By 2007, 70% of Australians will be online	The Internet is the world's largest computer network. In terms of its major use in the twenty-first century the Internet has provided the communications base to assist in the collaborative approaches between people of Australia to develop business exchange
Zott, Amit and Donlevy (2000)	Comprehensive information about products and prices is easily transmitted online	Australian sporting organisations that can anticipate, create and shape new information and products, and provide easy accessibility will create a sustained Internet marketing advantage
Peet (2000)	Transaction security online is becoming more trusted	Crucial for Australians sporting organisation Internet marketing success that trade online
Standifird (2001) Hardie, Bluestein, McKnight & Davis (1997)	Reliable physical distribution of the products and reputation	The most obvious reputation asset for Australian sporting organisations is the branding of products goods and service available online. A mindset of effective branding promotes a sustainability of its Internet marketing

Author	Literature content related to Internet marketing	View on the inclusion of the Internet marketing literature in relation to focus of the study and applied to Australian sporting organisations
<p>Evans and Smith (2004)</p> <p>Walsh and Gofrey (2000)</p>	<p>“Personalisation” of the web-site enhances customer devotion</p>	<p>Observation and awareness of Internet marketing elements such as heterogeneity, inseparability, and product and service perish-ability promotes a focus on cost, revenue, budgetary and human resourcing requirements of an Australian sporting organisation website. Awareness and action based on the awareness creates long term sustainability. Sustainability enhances customer confidence. Confidence enhances customer devotion and loyalty</p>
<p>Dewan, Jing and Seidmann (2000)</p> <p>Dutta and Segev (1999)</p>	<p>The Internet facilitates instant price and product comparisons, which in turn encourages dynamic customisation and the development of online sales</p>	<p>Australian sporting organisations must facilitate dynamic customisation of their Internet marketing presence to encourage profitable customers to stay loyal to the website</p>
<p>Vandermerwe and Taishoff (1998)</p> <p>Hardie, Bluestein, McKnight &amp; Davis (1997)</p>	<p>Internet marketing creates a unique customer experience. Providing on-sale and e-mailing to individual customers offers tailoring to tastes</p>	<p>Unique devices used to Internet market products and information in Australian sporting organisations, that is integrated with traditional marketing theory and practice, presents the opportunity for strategic Internet marketing practice</p>

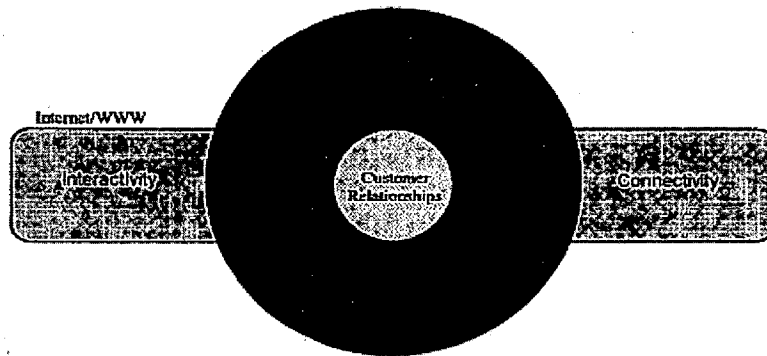
Author	Literature content related to Internet marketing	View on the inclusion of the Internet marketing literature in relation to focus of the study and applied to Australian sporting organisations
Butler and Peppard (1998) Kozinets (1999) Rothaermel and Sugiyama (2001)	Electronic communities structured around specific consumer interests are growing rapidly and present a new medium for Internet marketers to tailor promotions to well specified market segments	Stimulation of specified markets promotes customer interest in the Australian sporting organisation Internet marketing presence. Advertising and sales and other information dissemination opportunities results from this type of stimulation
Amit and Zott (2001) Dutta and Segev (1999) Peet (2000)	Forming alliances with complementary websites and using online banner advertising are effective methods of online promotion	Concatenated and coordinated Internet marketing corporate activities of pooled interdependent (Slack, 1997) Australian sporting organisations communicate a message to customers of mutual understanding and consistent goals of the sport. Management of communication establishes and maintains good will and mutual understanding between the organisations and the public
Knowledge @Wharton (2000)	Workplace staff needs an understanding of how people are looking at their website. When it comes to the website, everybody in the company thinks they're an expert	Mass audience appeal of a website is promoted by communicating with many groups that constitute the Australian sporting organisations public, and those sporting organisation employees that facilitate the Internet marketing presence. Self proclaimed Internet marketing experts are defined as just in time Internet marketing experts and usually fall victim to tactical decision (Haggerty, 1998)



Author	Literature content related to Internet marketing	View on the inclusion of the Internet marketing literature in relation to focus of the study and applied to Australian sporting organisations
Dutta and Segev (1999)	Websites are an economically efficient medium for retail, because they can draw millions of customers to browse thousands of products information pages, and numerous services	Casting the net for customers is at its greatest level because of the Internet. Mass audience opportunities such as sales promotions, publicity and information builds marketplace excitement for Australian sporting organisations

The authors (Table 2.1) suggest that a number of new ways of doing business have been enabled by the Internet (as a new trading medium to drive venture performance). Some authors such as Amit, Zott and Donlevy (2000), Dutta and Segev (1999) and Peet (2000), identify that using the online marketing environment offers unprecedented business to customer communication opportunities. In that context, the Internet is a business communication device that can enhance product and service prospects for Australian sporting organisations. Use of the Internet offers increased interactivity and connectivity prospects with consumers (than just the long-established brick and mortar shop front) and at lower costs than traditional marketing methods (Figure 2.1).

**Figure 2.1. Cyber transformation marketspace model.**



*The Marketspace model (Dutta & Segev, 1999) is built on a technological capability.*

*The technological capability dimension comprises interactivity and connectivity.*

*Interactivity:* due to the real-time online nature of the Internet, relationships between organisations and customers are becoming more interactive in the marketspace. Interactivity is enhancing the richness of customer relations and creating new models of product design and customer service (Dutta & Segev, 1999; Hoffman & Novak, 2000; Soutaris & Cohen, 2003).

*Connectivity:* the open and global nature of the Internet is fostering the creation of a shared global marketspace. The increase in connectivity enabled by the Internet is giving rise to communication and co-ordination mechanisms such as advertising both across organisations and customers and also within groups of customers themselves (Dutta & Segev, 1999; Hoffman & Novak, 2000; Soutaris & Cohen, 2003).

Other authors suggest that the consumer is increasingly proactive in relation to the online shopping environment because they are having their needs met (Reichheld & Scheffer, 2000; Vandermerwe, Dewan, Jing & Seidmann, 2000; Walsh & Gofrey, 2000; e-marketer, 2002). Thus, the consumer is less likely to be a passive absorber of the marketer's message, and more likely to be directly involved in the development of a cyberspace purchasing opportunities.

Communications between the parties have enabled the potential buyer to specify their interests and request the seller to keep them informed of updates, upgrades or other relevant news as related to products and services. Improved communications because of these technologies encourages the consumer to outline the general and/or specific nature of their interests and invites all businesses to supply information that relates to purchase and information benefits (Butler & Peppard, 1998). As a result of the interactivity and connectivity (that the Internet has provided), perhaps the most significant outcome is the appearance of marketing and commerce applications that were once thought to be unattainable in the consumer marketplace (Dutta & Segev, 1999).

Over 400 Australian sporting organisations have a website that can be used for marketing its sport (AusSport, 2001; Australian Sport Directory, 2002). The Internet is used by local, state and national level Australian sporting organisations perhaps in ways that the developers of the technology have never envisioned, for example, supporters of Australian Rules football that live off Australian shores wanting to hear a play-by-play description of a favourite team can do so by calling up their team website and listen to the game as a live audio feed. Another example of how deeply the use of the Internet has penetrated Australian sporting organisations is how these organisation representatives

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have email addresses as a means to interact both with administration and its customers. These examples of the affect of the Internet upon Australian sporting organisation marketing and are a depiction of how the Internet can change how sport organisation customers can consume sport information and the sport product.

In its infancy marketing in sport did not extend beyond putting a display sign on the footpath advertising “game today” or, information notices on various assortments of community notice boards (Porter, 2001; Shank, 1999). Contemporary sporting organisations have an Internet presence to more efficiently market products and services to a wider audience. Sporting organisations have a new medium to reach its targets. It’s a 24 hour a day, 7 day a week, 365 day a year medium that offers new rules for marketing such as creating virtual target communities, expanded branding opportunities into a global portfolio and creating unique pricing opportunities for customers. The Internet offers more marketing choices than ever before.

The Internet has brought benefits and developments to business organisations around the world (Agrawal, Arjona, & Lemmens, 2001; Brännback, 1997; Cunningham, 2000; Duncan & Campbell, 1999; Gilbert, 2000; Poon & Swatman, 1999) and so to does the Internet offer a new horizon of commercial opportunities for Australian sport. Easier access to information and products, that was once only limited to the upper end of the sport hierarchy, is a major development. Another development is the extremely high costs of satellite television broadcasts or pay for view events as compared to the comparatively low cost of web casting an event, which brings sport customers to events that could never have afforded (Turner, 1999). Also, the Internet brings sport organisation customers closer to high profile people within their chosen sport. An example of how unique

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communication links can occur is, a successful administrator or athlete can be contacted to offer a form of advice, be-it coaching other items of communication. Contact can be effected in real-time through an Internet chat-room, or over a longer period by responding to enquiries (from customers) via email. The Internet is not constrained by the limited availability of broadcast channels and high production costs of television and other communication mediums. Although there are some issues such as bandwidth (slow download and website connection speed) limited availability and high costs will resolve itself with greater uptake of broadband technologies.

The Internet removes barriers such as time and space, as well as removing borders both physical and ideological. As a result Internet marketing promotes opportunity for the pursuit and implementation of appropriate marketing methods to reach consumers. The opportunity to gain a competitive advantage (e.g., being able to cast the net on a wide scale) has never been greater (Dann & Dann, 2001). The Internet is increasingly becoming part of the basic business model for Australian sport organisations, and it is laying the groundwork for even more impressive growth during strong economic conditions. Thus, it is appropriate to examine how an Internet presence will change sales and distribution of products and services which is central to conducting effective sport programs.

### **2.2.1 Perceptions of Internet Marketing by Australian Sport Business**

Table 2.2 brings to light the perceptions of Internet marketing by Australian sport business and includes discussion on perceived major benefits, perceived minor benefits, perceived as not of benefit and includes discussion in relation to perceived Internet

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marketing benefit, the focus of the study and applicability to Australian sporting organisations. Data figures are from Sweeney research (2002).

**Table 2.2. Sport businesses perceived benefits of Internet marketing**

Issue	Perceived Major Benefit of Internet marketing	Perceived Minor Benefit of Internet marketing	Perceived as not a benefit of Internet marketing	Literature in relation to perceived Internet marketing benefit, the focus of the study and applicability to Australian sporting organizations
Allows expanded geographical coverage	41 %	35%	24%	Casting a wider net for customers increases the opportunities for creating and exchanging products, services and information with others (Agrawal, Arjona & Lemmens, 2001; Cunningham, 2000; Hiron, 2002b)
Reduces sell cost	14%	24%	62%	A positive image of line pricing of goods and services will promote business credibility (Dann & Dann, 2001; Dewan, Jing & Seidmann, 2000)
Provides a competitive advantage	23%	40%	37%	Organisations that anticipate create and shape new demands will stay ahead of competition (Brassington & Pettitt, 2000; Chaffey, Mayer, Johnston & Ellis-Chadwick, 2000; Gertz & Baptista, 1995)
Allows to sell direct to end user	13%	16%	71%	Unique sell characteristics may establish a more complete position in the marketplace (Adam & Westburg, 1998; Butler & Peppard, 1998; Dutta & Segev, 1999)
Pleases customers	33%	40%	26%	Focus on people means a focus on profit opportunities (Knowledge @ Wharton, 2000; Low & Mc Millan, 1998; Reichheld & Scheffer, 2000)

The perceived most valuable benefit of engaging in Internet marketing for sport businesses was an expansion in geographic coverage. The Sweeney report (2002) suggests that 41% of small and medium business respondents cited increased geographic coverage as the major benefit for engaging in Internet marketing. The Australian Capital Territory for example was the region of Australia to indicate increased geographic coverage as a benefit. Casting a wider-net for customers increases the opportunities for creating and exchanging products, services and information with others is supported by the authors Agrawal, Arjona and Lemmens (2001), Cunningham (2000) and Hirons, (2002b).

Businesses that focus on the notion of “more people means more profit opportunities” was rated the second most important benefit of Internet marketing (Knowledge @ Wharton, 2000; Low & Mc Millan, 1998; Reichheld & Scheffer, 2000). Whilst 33% of the respondents indicated this factor as a benefit, the third rated benefit (competitive advantage) scored only 23% (Knowledge @ Wharton, 2000; Low & Mc Millan, 1998; Reichheld & Scheffer, 2000).

Barriers and difficulties associated with engaging customers online appear to exist such as the lack of personal contact was the single biggest deterrent to coming online. A total of 41% of respondents (Sweeney Research report, 2002) said the lack of personal contact issue was their major concern. Another important concern was in relation to illegal access into computer systems and the issue that customers may not be prepared to carryout financial transactions online knowing security systems can be over-ridden by those who seek to access online files illegally. These figures suggest that Internet marketing has business acceptance in an overall sense, therefore the online presence

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seems to have been evaluated as of importance as an independent area for marketing application.

Table 2.3 highlights the measures of concerns of sport businesses to Internet marketing. Discussion of perceived concerns of Internet marketing by Australian sport business and including discussion on perceived major concerns, perceived minor concerns, perceived as not of concern is presented against the literature search. Data figures from Sweeney research report (2002).

**Table 2.3. Measures of concerns of sport businesses about Internet marketing**

Issue	Perceived major concern about Internet marketing	Perceived minor concern about Internet marketing	Perceived to not be a concern about Internet marketing	Literature in relation to perceived concern about Internet marketing and the focus of the study and applicability to Australian sporting organisations
A feeling that customers are not ready for Internet marketing	33%	37%	29%	Customers not ready for Internet marketing may result in greater cost than revenue for Australian sporting organisations (Hirons, 2002a)
Lack of expertise and knowledge/ tactical planning	28%	41%	33%	A competitive advantage will not be attained with lack of employee expertise. A positive reputation and image cannot occur. Poor reputation will ultimately lead to no business (Turban, 2000)
Company perception of customer view of technology too new to rely on	10%	30%	60%	Non-use of other media will slow the casting of the wider net for customers (Kotler, 2000; Kozinets, 1999; Timmers, 1998)



Issue	Perceived major concern about Internet marketing	Perceived minor concern about Internet marketing	Perceived to not be a concern about Internet marketing	Literature in relation to perceived concern about Internet marketing and the focus of the study and applicability to Australian sporting organisations
People able to hack into website	34%	29%	37%	Internet breach practices will destroy the Internet environment (Dann & Dann, 2001; Kotha, 1998; Kozinets, 1998)
Customers not prepared to transact on net	34%	38%	28%	An Internet marketing presence will not be sustainable if it is treated like an executive toy or a video game (Van Heerden, 1998)

The most noticeable concern in relation to Internet marketing is customer security online. Authors such as Dann and Dann (2001), Kotha (1998) and Kozinets (1998) maintain that Internet breach practices will destroy the Internet environment. Views on breach practice outcomes are suggested by Van Heerden (1998) where it's maintained that an Internet marketing presence will not be sustainable if it is treated like an 'executive toy' or a 'video game'. Thus it is acknowledged that online customers will not use insecure online systems for purchases or other activities because of the insecure online systems and the threat of online system "hackers" aiming to rob from those insecure websites. Enbysk (2002) revealed that only 50% of business respondents reported online system computer breaches to authorities. Nine companies paid the extortionist a total of (USD) \$150,000 in "quiet money" because the business organisations were frightened of the consequences of bad publicity.

Table 2.4 evaluates the measures of concerns of sport businesses to Internet marketing between two periods of time. The discussion of perceived concerns of Internet marketing by Australian sport business and including discussion on perceived major concerns, perceived minor concerns, perceived as not of concern is presented for the time period of February 2000. The same is presented for the other time period May 2001. Data figures are from Sweeney research (2002).

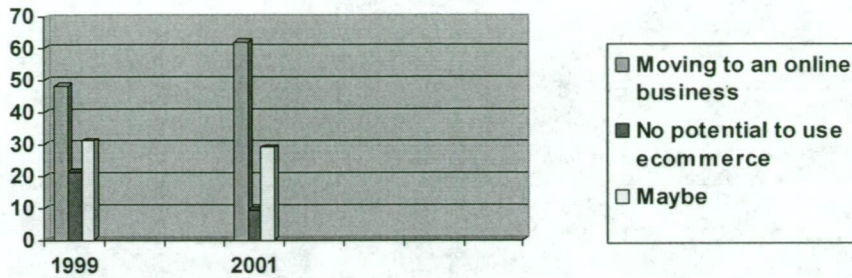
**Table 2.4. Evaluations of measures of concerns of sport business Internet marketing practice (year 2000 and year 2001)**

Issue	February 2000	May 2001	Comment about the change in measures of Internet marketing in relation to the focus of the study and Australian sporting organisations <i>Comments in italics are from Table 2.2</i>
Customers are not ready for e-commerce	33 %	33%	<i>Intangibility in a service industry may result in greater cost than revenue.</i> Undifferentiated figures suggest lack of customer empowerment to utilise Internet marketing
Cost of hardware and software	26%	19%	<i>Lack of long term planning and assessment of the real costs for technology will cause under budget projections and unanticipated higher costs.</i> A positive differentiated figures at left indicate that organisation wide monitoring of technology costs helps forge long term plans and promote lucrative opportunities and goals.
Company perception of customer view of technology too new to rely on	10%	10%	<i>Non-use of other media to compliment the Internet presence will slow the "casting of the wider net for customers" (that a website offers).</i> Undifferentiated figures suggest that integration of new technology to traditional customer behaviour for products and services has not occurred. Undifferentiated figures further suggest that the customer is still deciding about the utilisation of the technology for sourcing products and services.

Issue	February 2000	May 2001	Comment about the change in measures of Internet marketing in relation to the focus of the study and Australian sporting organisations <i>Comments in italics are from Table 2.2</i>
Customers not prepared to transact on net	38%	34%	<i>An Internet marketing presence within the cellular environment will not be sustainable if it is treated like an executive toy or a video game.</i>  A positive movement of the figures at left indicates customer confidence with performing Internet transactions to pay for products and services

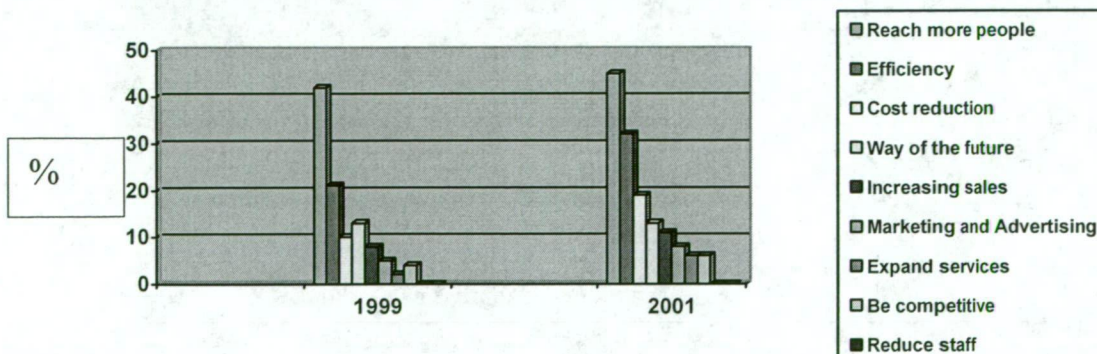
The issues and comments (Table 2.4) suggest that online security is considered as essential for sustainable business growth from Internet marketing. Without online security it may be difficult to encourage customers to utilise the Internet as a source of information and for the purpose of purchasing products online. Without customer confidence, businesses may not achieve their long-term Internet marketing objectives. As such, productive business opportunities will probably be an unattainable.

The literature suggests other measures that indicate the increased use of the Internet for online business development. In a national survey of Australian businesses conducted by the Yellow pages (2001) the trend for small and medium businesses to come an online business to augment their existing traditional way of trade increased from 48% in 1999 to 62% in 2001). The main reason given in 1999 and 2001 was that the business operators believed they could reach more customers (Figure 2.2).

**Figure 2.2. Trends toward becoming an online business.**

Moving toward an online business	1999 = 48%, 2001 = 62%
No potential of becoming and online business	1999 = 21%, 2001 = 09%
Maybe	1999 = 31%, 2001 = 29%

The results in Tables 2.2, 2.3 and 2.4 suggest a business-shift toward the use of Internet to enhance their overall marketing. One possible reason for the movement is noted in the Yellow Pages report (2001). The report states that there is a belief an online presence will reach more people thus casting a wider net. A total of 45% of the respondents said they wanted to reach more people. In 1999 the motivation was the same. A total of 42% indicated reaching more people as their number one motivation for going online (Figure 2.3).

**Figure 2.3. Motivations for becoming an online business.**

Efficiency in day to day business operations was rated the second most important factor for businesses to go online (as the need to reach more people increased so did the need for day to day efficiency increase). The motivations chart suggests the buyer and seller relationships may have been irrevocably changed because the shopping experience has been transformed and customers have more purchasing power than ever before.

### **2.3 The World Wide Web and Marketing for Profit Online**

The World Wide Web (WWW) is a medium for publishing information on the Internet, and many Australian sport organisations have developed publicly accessible websites since 1995. The numbers of organisations implementing an online presence is a reflection of the impact a web site can have, but it seems that a limited amount of knowledge is known about how websites are developed (in the context of effectively communicating business information to consumers online) (Bartkus, Glassman & McAfee, 2002).

Australian sporting organisation's use the WWW to offer a wide range of business information selections for its customers. Customers may choose to navigate assorted information including exploring for various information content, products and services. The WWW makes available (to customers) access of products, access to place an order, to pay for the product, and have them delivered straight away and all without having to leave home. The WWW provides a number of advantages over the traditional customers outlets because of its wide reach, ease of product selections, ease of access, little infrastructure requirements, unlimited opening hours and a high degree of scalability are advantages that no other medium can provide to its customers (Turban & King, 2000; Van Beveren, 2002).

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By using the WWW, it is assumed that Australian sporting organisations seek to create a platform for promotion, information dissemination, advertising and selling their merchandise (potentially to the whole virtual-community), which provides them with a much wider reach than other more traditional shops. The digital nature of the WWW business model, which provides virtually unlimited inventory capacity, makes it possible to offer a large selection of products and services that was previously unfeasible (Hagel & Singer, 1999). A website does not require nearly as much physical infrastructure, as information is stored electronically and is not restricted by limited opening hours; instead, customers can access websites in their own time (Hagel & Singer, 1999; Turban, 2000). Considering Hagel and Singer, 1999 and Turban, 2000 comments the motivation for sporting organisations to use a website is compelling.

Scalability involves Australian sporting organisations being able to respond to increasing client numbers because of expansion into new markets for the purpose of securing a competitive advantage. Sporting organisation may add a computer server/s to the organisation's infrastructure to manage the increase in size. However, there are problems associated with using the WWW and its relationship with scalability. Sporting organisations that are online have no direct face-to-face contact with customers, thus making it a difficult and time-consuming task in the context of building trust in business (in comparison to the face to face contact and/or voice to voice contact). Furthermore, it is more difficult to establish a rapport with customers accustomed to receiving "face-to-face" help and advice. Customer trust of a website and how an organisation is using the website for provision of products and services for example, can take many years (Amit & Zott, 2001). Despite the drawbacks associated with the long uptake time of the WWW, a

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number of advantages including: (i) expand access to new customers, (ii) opportunity to secure the loyalty of existing customers, and (iii) seamless integration that interlinks sporting organisations personnel, the customers and its products and services outweigh the negative aspects of the WWW. A website is not to be viewed as a replacement for face-to-face contact and an easier way to generate revenue, but it is the way to strengthen commercial relationships that already exist (Newland-Hill & White, 2000).

Commercial website development begins simply and evolves over time with the addition of more functionality and complexity as firms gain experience with Internet technologies (Poon & Swatman, 1999; Van Slyke, 2000). Australian sporting organisation websites have, it seems, begun their existence simply and are evolving over time. There is some evidence to suggest that they are evolving from depositories for customer-information only to incorporate promotions and content such as sponsorship, banner advertising, merchandising, ticket sales, and profiling of athletes to a niche market customer base to gain a competitive advantage (Porter, 2001; Hirons, 2002a).

A competitive advantage can mean greater revenue than cost gained from customer satisfaction, thus customer loyalty, which leads to further website development (Mohammed, Fisher, Jaworski & Cahill, 2002). As websites move through stages of development such as inception (promotion) through consolidation (provision) to maturity (processing), layers of complexity and functionality may be added to the site. The addition of “layers” is synonymous with the business moving from a static Internet presence (through increasing levels of interactivity) to a dynamic site incorporating innovative applications to add value through information management and rich functionality (Timmers, 1998). It can be assumed that websites offer the potential for

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considerable benefits (e.g., financial) to Australian sporting organisations.

A website may be used to establish a positive corporate image and also be able to provide a competitive edge for an organisation over others. It can create an impression of an organisation that is on the business cutting edge (Porter, 2001; Soutaris & Cohen, 2003; Timmers, 1998). If a website is created all (or in part) for the purpose of conveying a cutting-edge image the site must be up-to-date and technologically advanced (Amit & Zott, 2001). A current and valid website presents a unique mass audience opportunity to be at the forefront of what is happening in the sport world. Understanding image can benefit Australian sporting organisations involved with websites for its marketing purposes. See Appendix D for WWW growth figures.

## **2.4 The Internet as a Business Platform for Generating Revenue**

The Internet is new business platform that may provide for increased revenue generation opportunities in Australian sport organisations. As such, the opportunity for organisations to deliver company benefits that are better than just the traditional brick and mortar is important to recognize. The literature offers online-user trends that support of the line of enquiry relating to business platforms and increased revenue. The section here provides statistical data about Internet user trends in relation to sport in Australia. It offers data about sport organisations and the Internet plus data suggesting Internet sport trends on contemporary approaches in Internet marketing. Identification of the trends aids in understanding market forces that have created the need to market over the Internet, thus a business platform. Table 2.5 describes Internet usage for sport business and assimilates the data, applying it to Australian sporting organisation use of the Internet.

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**Table 2.5. Internet usage for sport business – sport/ not for sport - applied to****Australian sporting organisations**

Internet Usage for Sport business 2001 / 2002	Use the Internet for Sport business	Use Internet but not for sport	Do not use the Internet	Comments on Internet usage applied to Australian sporting organisations
National (%)	41%	34%	27%	Sport is a marketing medium in and of itself, with the ability to target, segment, promote, and cast products and services in heroic lights" (Schlossberg, 1996). A majority indicated they use the Internet for sport business. Customer needs and wants have to be provided to promote greater revenue than cost
High Income (>55k)	60%	28%	12%	Niche marketing to medium
Medium Income (35-54k)	44%	22%	34%	and high income males will
Low Income (<35k)	29%	22%	50%	help to create a defensible competitive position
Single	46%	23%	31%	Australian sporting
Married / no children	47%	27%	26%	organisations that identify
Married / with children	52%	25%	22%	market niches can enable budgeting and strategy for focusing on customer needs and wants

Internet Usage for Sport business 2001 / 2002	Use the Internet for Sport business	Use Internet but not for sport	Do not use the Internet	Comments on Internet usage applied to Australian sporting organisations
<b>Females (age)</b>				Good Internet marketing practice defines target markets (Brassington & Pettitt, 2000).
16-29	34%	56%	10%	The direction Australian sporting organisations take to produce greater revenue than cost determines its ability to create a defensible competitive position in the market place
30-44	36%	41%	23%	
45+	19%	41%	42%	
High Income (55k+)	40%	47%	13%	Niche marketing to medium and high income females will help to create a defensible competitive position
Medium Income (35-54k)	30%	43%	28%	
Low Income (<35)	16%	37%	47%	
Single	27%	47%	26%	Australian sporting organisations that identify market niches can enable budgeting and strategy for focusing on customer needs and wants
Married / no children	26%	48%	26%	
Married / with children	41%	38%	23%	

An interpretation of Table 2.5 reveals that there is a building and sustaining of good relations between key online customers and sporting businesses in Australia. Therefore, there seems to be precedence for conducting online business for sporting organisations because a critical mass of potential customers exists. Some evidence in support of the interpretation come from the following: in Australia, the average Internet

user (for sport websites) was between the ages of 16 and 44 and male (Sweeney Report, 2002). As of June 1999, 61% of the visitors to these websites were aged 18 to 33, 24% were aged 34 and over, 95% were male. Employed visitors average household income was \$47,000 AUD per year (Australian Bureau of Statistics, 2002).

Further examination of other Internet usage information reveals more varied results for Australian usage of the Internet for sport purposes. Approximately 73% of Australians use the Internet, with 41% doing so to look up sports information including products and services for purchase. The biggest user of the Internet in terms of average age range for males and females on average is the 16-29 age bracket. An average total of 47% of males and females are accessing websites for sport information. The high-income bracket (\$80K+ AUD), are the highest Internet users seeking sport information, with an average of the males and females being 50%. An average of 46% of married people with children uses the Internet seeking sport information. The most active males are under 30 and those on an income of \$80,000 / annum (AUD). Only half of those on low incomes use the Internet (Sweeney Report, 2002).

Internet usage for sport information, products and services over the past three years 1999, 2002 and 2001 has increased 7% per annum. The average percentage increases for Australians using sports websites for products and services has risen by a slightly greater margin of an average of 9 percent. Acquisition is important but marketing emphasis has to ensure the retention of consumers and managing customer loyalty.

Internet usage trends in Australia for 1999, 2000, and 2001 are described (Table 2.6). Comments on the relationship to between the usage trend and Australian sporting

organisations offers further illumination to the concept of the Internet as a business platform. Data figures are from Sweeney research (2002).

**Table 2.6. Internet usage trends in 1999, 2000 and 2001**

USAGE	YEAR 1999	YEAR 2000	YEAR 2001	COMMENT IN RELATION TO AUSTRALIAN SPORTING ORGANISATIONS
Use the Internet	54%	68%	73%	The Internet is having a universal impact that is penetrating all levels of Australian sport (Hirons, 2002a)
Use the Internet for Sports business only	25%	32%	41%	Sport penetrates all level of Australian society. Sport is geographically presented across regions of Australia. Sport administration is stratified so it influences all cultures of Australia's population and is done so through using a local, state and national levels of administration
Use Internet to purchase products and services	18%	28%	37%	Management structure of sport in Australia builds bridges between all cultures, of all incomes, family status, age, and across all geographic regions. An Australian sporting organisation Internet market existence that can assimilate those aspects of the market will be able to accommodate the unique Australian sport online-customer

Australian sporting organisation Internet marketing objectives can impact the development of the organisation. Impacting upon customers using advertising campaigns in Internet about affiliation to sport activities may positively impact customer perception of the sport (e.g., the most trafficked specific sport sites are AFL.com (AFL, 2001) and the Australian Sports Commission website (Ausport, 2001)). The Australian Sports Commission site has experienced a unique-hits growth rate of 2-3% per annum. A total of 96% of unique-hit visitors (a visit to a website by an individual in a 24 hour period) have originated from on-shore (in Australia). Surveys reveal these website visitors are online for the purpose of examining new products and services, and accessing related sport links. There were 4, 273, 000 registered Internet users in September 2001 (Australian Bureau of Statistics, 2002) and approximately 10% of them purchased goods online from the 27 month period of June 1999 to September 2001.

Considering the impact of the use of the Internet by other businesses using it for marketing purposes it seems reasonable to presume that Internet marketing is commercially viable in the competitive market place in Australian sporting organisations. To enhance the opportunity to produce greater revenue than cost there are three requirements:

- products and services should be promoted to appeal to all sport customers;
  - individuals with profile within the sport should be used to support the promotion of the organisation; and
  - organisations must market themselves to attract customers, sponsors, funding opportunities and involve itself in corporate activities (Adams & Westburg, 1998; Agrawal, Arjona & Lemmens, 2001).
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These requirements (above) may fashion long term goals that build a sound reputation with customers. Certain facets of the practice should be reviewed and applications adapted to meet customer expectations (Van Heerden, 1998).

## **2.5 Building a Business Advantage in a Networked Economy**

This section of the literature review discusses building a business advantage in a networked economy. It has four subsections including online shopping in Australia (Section 2.5.1), acceptance of online presence in the business community (Section 2.5.2), website types in pooled interdependent Australian sporting organisations (Section 2.5.3), and finally customer time online (Section 2.5.4).

### **2.5.1 Online Shopping in Australia**

Statistical information from the literature suggests increased Internet usage increase and online shopping in Australia (Farrell, Bradbury & Durovic, 2001; Kahle & Meeske, 1999; McDaniel & Gates, 2002). Online shopping grew strongly amongst Australian consumers with a 66 percent increase in the number of people buying online in the year to November 2000. More than 1.3 million Australian adults purchased or ordered goods and services for their own private use over the Internet. The 1.3 million was a substantial increase from the 803,000 adults that did likewise in the 12 month period to November 1999 (Sweeney Report, 2002). Australians, it seems, have reached a level of acceptance of the Internet, and its use is a part of their day to day activities.

As people have become more familiar and comfortable with particular technologies, the rate of Internet use among the population has increased. This is

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particularly true of the Internet, where the numbers of Australians, who use online technology to shop, pay bills and access various other online services continues to rise (Hirons, 2002a). Further evidence of the shift to consuming online is reflected in the following: overall, half of the adults in Australia, or 6.9 million adults, accessed the Internet during the twelve months to November 2000. The figure compares to 1999 levels when 6.0 million adults, (44 percent of the total population) accessed the Internet. More Australian adults now access the Internet at home than at any other place. Almost one third (32 percent) accessed the Internet at home, while a quarter (25 percent) accessed from work and a similar number (24 percent) accessed the Internet at sites other than home or work. In contrast, the rates for the equivalent period in 1999 were 21 percent at home, 21 percent at work and 25 percent at sites other than home or work. The growth in home Internet use is reflected in the increase of the number of households with home Internet access. By November 2000, 2.7 million (37 percent) Australian households had home Internet access, up from 1.7 million (25 percent) in November 1999 (Australian Bureau of Statistics, 2002).

An evaluation of online shopping in Australia reveals the following in regard to Australian sporting organisations. It is deduced that online shopping opportunities can:

- (i) offer comprehensive information about products and prices is easily transmitted online (Peet, 2000);
- (ii) products offerings online can meet individual customer needs (Dewan, Jing & Seidmann, 2000);
- (iii) a unique customer experiences is created where tastes are tailored too;
- (iv) online shopping can offer lower prices to consumers than traditional bricks; and

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(v) mortar retail shopping (Butler & Peppard, 1999; Kozinets, 1999; Rothaermel & Sugiyama, 2001).

The views noted indicate a link with the prior literature about online shopping. Thus, it is assumed that Australian shoppers are demonstrating a desire to extend their purchasing pathways in a quick a consumer environment that has unique characteristics of online services and benefits.

### **2.5.2 Characteristics, Attributes and Customer Benefits of an Online Presence in the Business Community**

A review of the literature was undertaken to identify the characteristics, attributes and customer benefits of an online presence. The rationale was that if such characteristics, attributes and customer benefits should exist their contextualisation must be examined to determine their application to Australian sporting organisation Internet marketing practice.

Internet technology has enabled new forms of commerce activity that were, not so long ago, not available to the business community. Business to Business trading (B2B) and Customer to Business (C2B) trading of products and services did not possess the degrees of scope, customer centricity, capability and flexibility that the WWW allows (Novak and Hoffman, 2001). Successful B2B and C2B programs review current market conditions as a start point. New channels of distribution are then created to improve the way products are bought and sold in the Internet marketplace (Cunningham, 2000).

Developing the business opportunities carry the possibility of large financial payoffs, for businesses both fledgling and well established, that seek a website presence.

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The costs for consumers to communicate to trade online are only a portion of the costs of the traditional trading methods (Haggerty, 1998) including reducing costs by removing “middle-people.” Disintermediation, the process by which these “middle-people” are supplanted in business, has given rise to their employment services no longer being required. Thus, overhead cost is reduced (i.e., salary payment reductions) and products that, as a result, become cheaper. Overhead cost and product price reductions is occurring in a number of industries including sport, leisure and retail industries (Farrell, Bradbury & Durovic, 2001) has introduced the concept of reintermediation; the replacing of the “middle-people” with the Internet (Turban & King, 2003).

The online business phenomenon is a medium with several unique characteristics that make it operate very differently to traditional business and media practice to achieve its successes (e.g., being online allows for a many-to-many communication model (onliner), which is reversing the one-to-many pathway). Other examples include:

- the triangular interaction of the onliner (the businesses, the person and the computer);
- the growth in online consumer confidence (as issues of e-commerce skill and access are updated); and
- the levels of choice of products and the notion of an in-isolation control of what the onliner subscribe to.

The Internet as a tool of profit has some key characteristics, attributes and customer consequences (Hirons, 2002a). A breakdown of the characteristics, the attributes and the customer benefits of the WWW are listed in the Table 2.7. Comment about WWW characteristics, attributes and benefits are applied to Australian sporting organisations.

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**Table 2.7. Characteristics of the WWW. Attributes of the WWW. Customer****benefits of the WWW**

<b>INTERENT MARKETING</b> <b>CHARACTERISTICS OF THE WWW</b>	<b>COMMENTS ON THE CHARACTERISTICS OF</b> <b>THE WWW APPLIED TO AUSTRALIAN</b> <b>SPORTING ORGANISATIONS</b>
<p>Decentralized distributed network of computers - "network of networks." Open structure – information can be accessed by any user. Medium can be accessed 24 -7-365 (24 hours a day, 7 days a week, 365 days a year) (Porter, 2001; Timmers, 2000; Turban, 2000)</p>	<p>Australian sporting organisations have, in the 21<sup>st</sup> century, a dynamic interactive and connective shop for its products and services. The "shop" is accessible from anywhere and at anytime. The shop never closes</p>
<p>Machine interactivity required and person-interactivity required. Communications are persistent and enduring (Aronson &amp; Zeff, 2000; Berthon, Lane, Pitt &amp; Watson, 1998; Walsh &amp; Gofrey, 2000).</p>	<p>The interactivity and connectivity offered by the WWW enables integration of Australian sporting organisations and its customers, which helps to ensure Internet marketing business survival</p>
<p>No content limits. Content can be updated easily (Choi &amp; Whinston, 2000; Dewan, Jing &amp; Seidmann, 2000; Kotha, 1998)</p>	<p>A very large "shop" can be accessed in a very small amount of time and within a small space. Australian sporting organisations customer service is enhanced</p>

<b>INTERNET MARKETING ATTRIBUTES OF THE WWW</b>	<b>COMMENTS ON THE ATTRIBUTES OF THE WWW APPLIED TO AUSTRALIAN SPORTING ORGANISATIONS</b>
<p>Range of content is anything that can be digitised. Lack of physical constraints on content. Information is more easily accessed and readily available. Digital copies are free of charge. The Web is constantly changing (Novak &amp; Hoffman, 2001)</p> <p>Erases geographic distance between the buyer and seller. Greater scalability compared to the physical world. Medium can be used for multiple and diverse communication purposes (Rajput, 2000)</p>	<p>Employees of Australian sporting organisations can update their website in less time than other more traditional communication mediums</p> <p>Sport is geographically presented across regions of Australia and the world. Sport administration influences all cultures of Australia's population and can also impact those customers located off of Australian shores</p>

<b>CUSTOMER BENEFITS FROM USING THE WWW</b>	<b>COMMENTS ON THE CUSTOMER BENEFITS OF THE WWW APPLIED TO AUSTRALIAN SPORTING ORGANISATIONS</b>
<p>Customers can more easily compare products and prices. There is lower product and service search costs for customers. Search for these services can be aided with Internet navigation prompts such as hyper links and search engines. Can satisfy their information needs (Bitner, 1992; Butler &amp; Peppard, 1998; Walsh &amp; Gofrey, 2000).</p>	<p>Australian sporting organisations can communicate with the public to a capacity that no other medium has ever provided. Communication to customers such as advertising, product and service promotion and public relations exercises can now be purpose created to offer new pathways for customers (Belch &amp; Belch, 2001; Kitchen, 1999; O'Guinn, Allen &amp; Semenik, 2000)</p>
<p>Information not hard to find. Minimal WWW navigating difficulties. Customer information has value (Stoltar, 1993) - Greater availability of hard to find products. Lower prices - Customer has more control. Customer has more power - Convenient and entertaining (Pope &amp; Turco, 2001; Shank, 1999)</p>	<p>The unique nature of Internet marketing for Australian sporting organisations offers an opportunity for greater business success. Greater business success stems from the opportunity efficiently and cost effectively conduct product and service analyses, situation analyses, target market identifications, market objectives, marketing mix selection and identification of the financial implications of being online</p>

These characteristics, attributes and customer benefits contribute to assemble Australian sport organisation websites on the WWW as different from other more traditional marketing and selling brokering. It can be assumed that Australian sport organisation Internet marketing refine and update their online medium (whilst embracing the characteristics, attributes and customer benefits) thus promoting opportunity to secure greater revenue than cost.

### 2.5.3 Website Types

Sporting organisations WWW sites are broadly grouped into three types:

- (i) content websites
- (ii) team/league sites
- (iii) commerce sites.

(i) Content websites refer to any sites primarily geared toward offering sports news, sport events, athlete profiling, scores and analysis, (ii) team or league websites refer to the official sites of sport teams and a geared toward communications and exchanges that market the team, (iii) commerce website encompasses those sites designed to sell product only (Caskey, 1997).

It is assumed that all website types, regardless of their Internet marketing strategies and tactics seek to communicate effectively with its target markets (Mohammed et al., 2002). The opportunity to affiliate its business presence with the customer and products and services, will help to achieve deriving fiscal benefit for the organisation (Mullin et al., 2000). An example a new initiative between Australian sporting organisation products and services and the customer is the introduction of Fantasy sport. Fantasy sport is an online prognostication of sport event outcomes. It offers wide-ranging Fantasy sport options including conducting your own franchise to your own team to an entire league. There is evidence that Australian sporting organisations' are introducing Fantasy sport into their Internet marketing practice, presumably, to gain a competitive edge on others (Evans & Smith, 2004; Hirons, 2002a).

#### **2.5.4 Customer Time Online**

A literature search was conducted to determine customer time online. The focus of the search was directed at the relationship between sport website reputation to achieve a

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competitive advantage and the amount of time sport fans in Australia are willing to spend reading, interpreting, understanding, evaluating and comprehending about their sport online.

Hitwise.com (2001) states the average session for sport websites visiting averaged 8 minutes and 23 seconds as measured on the 18<sup>th</sup> of August, 2001. The week before it was 9 minutes and 17 seconds, a decrease of 54 seconds. The fluctuation in these statistics is most likely due to fluctuations in interest in Australian sport games, various forms of live and recorded press conferences and the appearances by sporting personalities. These promotions attract and keep visitors on websites for varying amounts of time and are usually based upon personal interest (Forrest, 2000). Tactics of this nature are used to attract like-minded visitors and include for example, sending a story to a friend and establishing an email link from the advertising portion of the site. These tactics cause an increase in visitor turnover keeping online interest thus length of time online increased.

The assumption drawn from the limited amount of literature (see Farrell, Bradbury & Durovic, 2001; Kahle & Meeske, 1999; McDaniel & Gates, 2002; Novak & Hoffman, 2001) is that Internet marketing in Australian sporting organisations has the opportunity to promote a unique public image through a relationship between its Internet presence and the customer. Public image is the long term composite of how the organisation is viewed by its various publics to create its reputation. Reputation is underpinned by public opinion, credibility, customer service perception and corporate image. Therefore, an Internet market driven sporting organisation has opportunity to forge a long term positive business relationship with its customers. An organisation that

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can anticipate, create and shape new demands to has the opportunity stay ahead of the competition.

## **2.6 Marketing Communication Practice**

Marketing communication practice; the mix of techniques for generating revenue online, is represented by two sub-sections. The first sub-section 2.6.1 addresses a marketing mix. It outlines the literature study and details variables within the elements of the mix. Sub Section 2.6.2 discusses online advertising and sponsorship and the relationship with the mix. They are discussed in turn.

### **2.6.1 The Marketing Mix**

A literature search was conducted to address the marketing mix; a set of controlling instruments to manage the dynamic environment of marketing (Kotler & Armstrong, 1997; McCarthy & Perreault, 1993; Stanton, Etzel & Walker, 1991). Upon initial investigation about mix elements the original marketing mix: Place, Promotion, Price and Product (McCarthy, 1968) was viewed as useful from a pedagogical perspective but there is argument against the model and its use in research based activity. These 4Ps mix is a focus on customer acquisition which is important, but the emphasis has moved to customer retention and loyalty (Gronroos, 1994; Liswood, 1987; Mohammed et. al., 2002).

The McCarthy model was acceptable in the past and is valued in contemporary industry, but there is need to review the model and extend it to continue to control the dynamism of Internet marketing (Bridges, 2002; Jobber, 1995; Jenett, 2002; Kotler,

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1989; Kyles, 2003; Van Waterschoot & Van den Bulte, 1992). The belief remains that some other classification of the marketing mix, still to be developed, will offer alternative conceptual distinctions among marketing practice (Kotler, 1989). Whether or not they are better will be determined by their application in the marketplace and time.

As noted in Chapter 1: Place; Promotion; Price and Profit are the marketing mix elements used in this study. The marketing mix and variations of it have been used by marketers of the past (Wind, 1985) and is used in today's marketplace (Dutta & Segev, 1999; Menasce & Almeida, 2000). These 4Ps, regarded as myopic in nature because they do not include positioning, marketing concept, the environment, (Marketing Concepts, 1987) underpin the marketing mix including the use of the Profit element (Traynor, 1985). Wind (1986) criticised using Profit as a mix element. He maintained that profit should not be considered in a marketing mix because it is built into the system and is therefore understood by marketing participants. However, the author argues that achieving greater revenue than cost from Internet marketing is unknown in the Australian sporting organisation context. It is the most important yet least taught and explored activity within the marketing process (Marketing concepts, 1987), therefore it's an important facet for understanding Internet marketing. Thus, discovering data that provides new knowledge about achieving greater revenue than cost was the focus of this study. Discussions about the results of the focus of the study are in Chapter 5.

The literature study identifies variables within marketing mix instruments that contextualise Internet marketing in Australian sporting organisations. These mix elements and the variables associated with the mix served as a new model for applied research into Australian sport organisation contemporary Internet marketing practice (Table 2.8).

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**Table 2.8. Literature identified variables within the marketing mix elements (Place, Promotion, Price, and Profit) applied to Australian sporting organisations**

**Place**

Mix element	Trend	Application to Australian sporting organisations.	Literature corroboration
Place	An Internet society (Mougayar, 1998)	Australian sporting orgs. see a place for Internet marketing in their operational structure, e.g., increased number of organisations online	A servicescape for employees and customers is established (Agrawal, Arjona & Lemmens, 2001; Bitner, 1992; Evans & Smith, 2004)
Place	Growth of population online (globally)	Greater results for ASO's from Internet marketing as growth continues. Greater results will secure their place in online sector	By 2005 one fifth of the world's population will be online (University of Texas Centre for Research, 2001)
Place	Growth of population online (Australia)	Support for the need to consolidate Internet marketing	Every second Australian household has Internet access (Australian Bureau of Statistics, 2002)
Place	75% of Australians online have an average income of above 40,000 per annum	An online presence that facilitates to customers (that will be increasingly reliant on the Internet) will help to secure its place as a competitor on the WWW	People are increasingly pressured to work longer hours making time to purchase at traditional brick and mortar outlets more difficult (Walsh & Gofrey, 2000)

Mix element	Trend	Application to Australian sporting organisations.	Literature corroboration
Place	Business branding secures place online	Customer service opinion and organisation credibility increases	Brands are providing pathways and strategies to display information products and services (Adam & Westburg, 1998)

### Promotion

Mix element	Trend	Application to Australian sporting organisations.	Literature Corroboration
Promotion	Over 50% of the populations online use the WWW to obtain information	Effective communication of products and services will help to ensure customer loyalty	The 50% figure has increased on average by over 20% since 1995 (University of Texas Centre for Research, 2001)
Promotion	Over 40% of Australians use the Internet to access promotional information	Current information and telecommunication technology is a vital part of the online presence	Image is a long term is a long composite of how an organisation is viewed by the public in creating Internet reputation (Berthon, Lane, Pitt & Watson, 1998)
Promotion	Incentive programs increase	Long term planning and effective employee management will augment promotions of this form	A market driven organisation will forge long terms strategies to identify lucrative opportunities (Hoque, 2000; Kotler, 2000)
Promotion	Navigating websites is becoming easier	A wide range of global communication and navigating options is likely to benefit websites application to customers.	Customers will re-use an Internet website that services their needs (May, 2000)

### Price

Mix element	Trend	Application to Australian sporting organisations.	Literature Corroboration
Price	Purchase online increases as price for products and services reduce	The Internet offers a competitive advantage over traditional bricks and mortar outlets. The price of goods can be decrease as fewer resources are required	Business that pays close attention to online pricing will shape reputation and image, thus customer loyalty (Menasce & Almeida, 2000; Novak & Hoffman, 2000; Raisch, 2001)
Price	"Surfing" the WWW for the price on products and services increases as more people come online (Walsh & Gofrey, 2000)	Enables budgeting and a securing a strategy for customer needs and wants to promote business exchange	The Internet facilitates instant price and product comparisons, which in turn encourages dynamic customisation of and the development of online exchanges (Sterne, 1995; Timmers, 2000)

### Profit

Mix element	Trend	Application to Australian sporting organisations.	Literature corroboration
Profit	Growing customer base is a global trend for all online business (Digitrends, 2001; Hitwise, 2002)	Customer online loyalty, customer online payment security and marketing to its niche target markets will contribute to Internet marketing for greater revenue than cost	A common misconception of Internet marketing ventures is that online sites are an economically efficient medium for retail, because they can draw millions of customers to browse thousands of products. But making a profit (with consistency) has been a problem (Amit & Zott, 2001)
Profit	Keeping people online longer increases the profitability of WWW sites (Sweeney Research, 2002; Porter, 2001)	Websites where Australians spend an average of 7 - 10 minutes on one sporting website are more likely enjoy a fiscal profit (Hirons, 2002c)	Customer time online is important for increasing product and service turnover (Butler & Peppard, 1998; Porter, 2001)

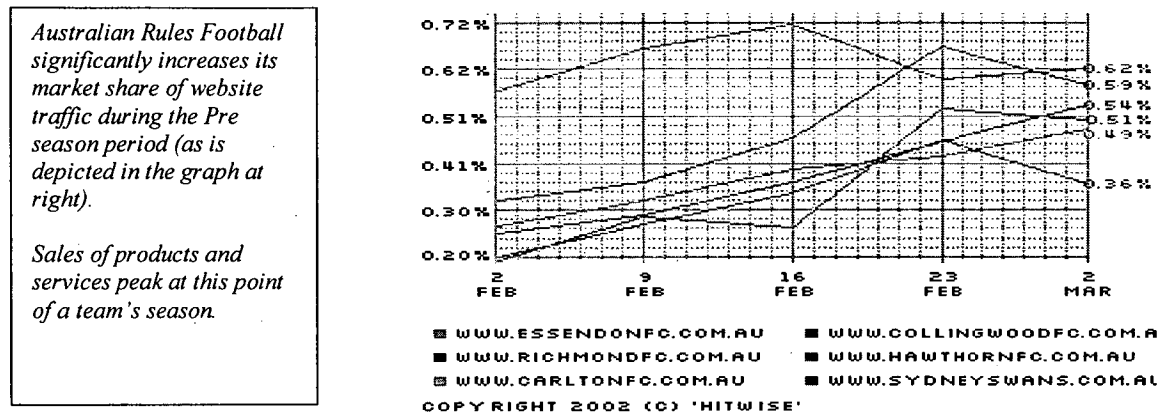
Each of the marketing mix elements was critically evaluated to support their use in the marketing mix described in Chapter 1. The evaluation was completed against a background of prior literature including scientific journals and empirically tested research about marketing and Internet marketing practice. Practitioner literature was also considered. The effect of the 4Ps used for this study is documented in Chapter 4 and Chapter 5. Online advertising/sponsorship and their application to the sport segment offer

further integration between Internet marketing and Australian sporting organisations and customers (Section 2.6.2).

### **2.6.2 Online Advertising and Sponsorship and the Marketing Mix**

The literature identified a consensus of opinion amongst various authors that sport advertising and sponsorship are a part of marketing's mix (Brooks, 1994; Schaaf, 1995; Schlossberg, 1996). There was also agreeance that these are two of the most visible of the techniques used within marketing to generate revenue. However, there were no clearly-stated views on the application of these techniques and a marketing mix. Thus, the relationship of marketing's mix, advertising and sponsorship is not observed by scholars as an area of meaning. There are examples of significant advertising and sponsorship contractual agreements that are occurring in Australian sports with a website. The Australian Football League (AFL) and Telstra, Australia's major provider of telecommunications for example, have entered into a major corporate partnership to dominate the online capacity of the AFL and its member teams. Following a \$30 million contractual arrangement with the AFL for their Internet rights, Telstra has achieved near a dominance of Australian Rules football's online presence as current and future seasons approach. Telstra, as a result of sponsorship, now operates the popular official website of the AFL ([www.afl.com.au](http://www.afl.com.au)), which ranks in second place in the overall Internet sport category behind the Totaliser Agency Board Limited, the premier racing and gaming organisation of for horse racing and greyhound racing in Australia ([www.racetab.com.au](http://www.racetab.com.au)), as the AFL's pre-season competition called the Wizard (Home loans) Cup approached its semi-final stages (Hitwise, 2002) (Figure 2.4).

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**Figure 2.4. Website traffic in Australian rules football sporting organisations.**

The Member-Club rights were negotiated individually and Telstra now operates sites for 15 of the 16 football clubs and has a downstream hyperlink to each organisation (from its website [www.telstra.com.au](http://www.telstra.com.au)).

The literature addresses the notion of downstream links and suggests four key criteria that support a successful downstream hyperlink interface for the consumer. They include:

- a) speed of the link,
- b) reliability of the download (sometimes the pages don't fully appear),
- c) the visibility of the hyperlink (how easy is to find on a page), and
- d) the security of the website.

The advantages of the downloading from the principal sponsor website are not addressed in the literature as it relates to revenue, cost and profitability. Presumably though, the focus of such hyperlinks strategies is focused on building company awareness and visibility in the online marketplace, it's an attempt to build consumer loyalty to use the Telco, and product branding into the virtual community.



## 2.7 Internet Customers and Online Procurement

A literature search was conducted to examine Internet customers and online procurement practices. Evans and Wurster (1997) and Hoque (2000) identified the use of the Internet for procurement of products and services is growing. Utilising the example of the growth of procurement (Evans & Wurster, 1997; Hoque, 2000) practice of Australian purchasing trends online is presented (Table 2.9). Comments on buying trends over the Internet are applied to Australian sporting organisations. Statistics are from Sweeney research (2002).

**Table 2.9. Buying over the Internet (year 2000 and year 2001)**

Buying over the Internet – Trends	YEAR 2000	YEAR 2001	COMMENT ON BUYING TRENDS OVER THE INTERNET APPLIED TO AUSTRALIAN SPORTING ORGANISATIONS
Customers actively looking for information on products and services with a view to purchase	55%	65%	Exposure of products and services using the Internet does not go unnoticed by consumers. The Internet provides an information vehicle for customers that is readily accessible. It is accessibility that can bond the sport customer to the sport
Customers place orders for products and services located online	23%	38%	Australian sporting organisations that commit themselves to online security to reduce Internet breach practices build customer confidence
Pay for products and services online	14%	31%	Instant cash flow for Australian sporting organisations. Cash flow provides opportunity for long term fiscal fluidity and long planning confidence such as strategy and objective development and budgeting

Online procurement in Australia is increasing. Thus it can be assumed that as Australian sporting organisations market products and services online and commit themselves to improving online security to reduce Internet breach practices there is a likelihood that online procurement practice by customers will increase in the future.

A search of literature to identify procurement trends in Australian states and territories was undertaken (Table 2.10). The search reveals a (statistical data) snap-shot of procurement information (Sweeney research, 2002).

**Table 2.10. Procurement over the Internet: An analysis of Australian states and territories**

Buying over the Internet – States and Territories	Population that look for info. on the Internet	Population that place orders online	Population that pay online
Tasmania	40%	21%	20%
Victoria	56%	29%	26%
Northern Territory	61%	26%	22%
ACT	58%	30%	36%
New South Wales	52%	30%	22%
South Australia	40%	16%	16%
Western Australia	51%	25%	22%
Queensland	52%	27%	28%

Further to the snap-shot of state and territory based information (Table 2.10) other examples regarding procurement practices in Australia include:

- (i) In the period of mid 2000 to mid 2002 an average of 1.8 million Australians per month shopped online, thus suggesting the overwhelming potential of online commerce. The vast majority of those who purchased online did so from outlets

such as Grace Brothers, Sanity Music and K Mart. Grace Brothers was the most-hit site for online purchases on average. Purchases by people surveyed revealed that they mostly purchased clothing, while a few others (5%) indicated sport tickets as their online purchase item/s; and

- (ii) All professional football codes (Australian Rules, Soccer, Rugby League) provide online purchase of tickets to games. One reason why Australian sporting organisation ticket purchases for sporting events are made online, through any agency such as Ticketec, is that purchasers enter into online transactions whilst at work. Unfortunately there was no evidence to indicate the exact amount of usage in Australia. It is an assumption that a large number of employees (over 50%) who have online access in the Australian workplace would partake in online purchases.

Barriers have impeded online procurement as a viable purchasing alternative to traditional shopping (Jenett, 2002; Kyles, 2003). The technology was not in place to support online transactions, thus making buying products online a tedious ordeal. Web surfers would have to find the product they desired, then call a toll-free number in order to request it. Recent advances, however, have made it easy to process credit card transactions online; making online purchases a fast and efficient process. A larger barrier that exists is instilling confidence in consumers regarding the security of online transactions. Many consumers are uncomfortable giving out sensitive information including credit card numbers; in fear that their personal information will be made available to others on the Web. Methods to reduce the purchasing barriers have been

introduced (e.g., encryption). Although encryption software now reduces the possibility of breaches of security, many consumers are still not willing to make purchases online.

It can be deduced that online procurement provides sports marketers with an unprecedented opportunity to sell merchandise or tickets directly to their customers, but only when online systems such as encryption are in place and quality assured through regular monitoring.

## **2.8 Tactical and Strategic Internet Marketing**

A review of the literature was conducted to identify tactical and strategic Internet marketing practices. Despite there being no literature evidence on Internet marketing in pooled interdependent Australian sporting organisations it is reasonably assumed that the strategic and tactical marketing processes do occur in Australian sporting organisations. Therefore, the spotlight of this section of the literature review is to identify and discuss Internet marketing techniques used by other business organisations that may be relevant for Australian sporting organisation Internet marketing practice. The Internet marketing techniques, goals and outcomes identified are supported by prior literature in the field of marketing (Table 2.11) and could be of benefit to Australian sporting organisations.

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**Table 2.11. Strategic and tactical marketing techniques**

Author/s	Marketing technique	The fit of the technique into Australian sporting organisation Internet marketing	Focus of the technique	Goal of the focus	Outcome of the focus
Bond and Baer (2001) Chrisman, Bauerschmidt and Hofer (1999) Dutta and Segev (1999) Eay (1973) Gertz and Baptista (1995) Jobber (1995) Kahle and Meeske (1999) Mohammed et al. (2002) Porter (2001) Underwood, Bond and Bayer (2001) Van Beveren (2002)	Strategic	Long term/ proactive, Development and planning, Implementation, Target marketing	Customer service, Corporate image, Customer perceptions, Credibility, Honour priorities Anticipate problems mass marketing, growth marketing, niche marketing	Customer loyalty, Consider the big picture, Recognise and act upon patterns, priorities and trends, Predict outputs, Have contingency plans to alleviate problems, target all customers over the long term	Competitive advantage

Author/s	Marketing technique	The fit of the technique into Australian sporting organisation Internet marketing	Focus of the technique	Goal of the focus	Outcome of the focus
Agrawal, Arjona and Lemmens (2001) Beveren (2002) Chrisman, Bauerschmidt and Hofer (1999) Dutta and Segev (1999) Eay (1973) Gertz and Baptista (1995) Gilbert (2000) Haggerty (1998) Jobber (1995) Johns (1998) May (2000) Mohammed et al. (2002) Porter (2001) Soutaris and Cohen (2003) Turban (2000) Underwood, Bond & Baer (2001) Van Beveren, 2002	<b>Tactical</b>	Short term/ reactive how and now decision making, All members of the organisation have the authority to make decisions and to take actions affecting the future of the organisation, Niche target markets	Hands on, Absence of hierarchy, Non communication, Product differentiation	Get the job done "scattershot" (without planning and bureaucracy), "bad fit" marketing shift	Adhocracy, Little to no structure to manage the dynamic nature of the Internet, Just in time Internet marketing experts, Risky and self adaptive and usually leads to loss of interest from customers and therefore a collapse of the Internet as an effective marketing tool

Tactical refers to the notion of how and now. Strategic marketing refers to thinking, development, planning and actions that can reflect the organisations ability to consider the big picture, recognise patterns and trends, honour priorities, anticipate problems and issues, predict outcomes and have contingency plans to alleviate problems. Strategic thinking is vision, purpose and mission, why the organisation exists, how it makes a difference to others, where will it be in the future, and how will its future be sustained. It is a preferred method for target oriented Internet marketing (Chrisman, Bauerschmidt & Hofer, 1999; Dutta & Segev, 1999; Eay, 1973; Gertz & Baptista, 1995; Jobber, 1995; Mohammed et al., 2002; Porter, 2001; Underwood, Bond & Baer, 2001; Van Beveren, 2002). Tactical marketing is hands on and getting the job done without planning. Both are very important when worked in tandem (Agrawal, Arjona & Lemmens, 2001; Chrisman, Bauerschmidt & Hofer, 1999; Dutta & Segev, 1999; Eay, 1973; Gertz & Baptista, 1995; Gilbert 2000; Haggerty, 1998; Jobber, 1995; Johns, 1998; May, 2000; Mohammed et al., 2002; Porter 2001; Soutaris & Cohen, 2003; Turban, 2000; Underwood, Bond & Baer, 2001; Van Beveren, 2002).

Three strategies for targeting markets are, (i) mass marketing, (ii) growth marketing and, (iii) niche marketing. Mass Marketing is not a “good-fit” strategy for Australian sporting organisations because its target is for all online customers. Growth marketing may be an accepted practice. However, it is based on long term investment of human resources, large sums of money (Kotler, 2000); money that most sporting organisations do not have or are not willing to invest into marketing online (Sweeney report, 2002). Niche marketing seems to attract Australian sporting organisations. The attraction may be because Australian sporting organisations do not have to compete

solely on price, preferring to differentiate products and information more effectively than other marketing strategies such as those within the mass marketing or growth marketing strategies (Mohammed, et al., 2002). However, product differentiation (change) caused by non communication between sporting organisation staff and their customer base may lead to tactical decision making thus a shift into a “bad-fit” marketing strategy (Mohammed et al., 2002).

The relationship between strategic and tactical are likely based on an old model that segregated brand strategy from the channels through which it was sold (Kotler, 2000). With the rise of co-marketing through multiple mediums including the use of the Internet, the old model is changing. Most forward thinking organisations recognise a full integration of brand and the avenue that it is sold. Full integration usually means that marketing strategy is developed and implemented to ensure the best possible integration of the Internet with marketing technique (Coenen, Swinnen & Van Hoof, 2002).

Due to there being no literature on the subject of marketing integration techniques in Australian sporting organisations, it is assumed that the integration of marketing techniques is not prevalent in some Australian sporting organisations. Whether it is because of a lack of knowledge in the e-commerce area, limited resources for Internet marketing or just the idle thinking of Australian sporting organisation senior management is an unknown. What can be presumed however is that those Australian sporting organisations that are tactical Internet marketers could be accused of being “just in time” Internet marketing experts (Haggerty, 1998). Tactical marketing behaviour is potentially risky, can be self adaptive and usually leads to loss of interest from customers and therefore a collapse of the Internet as an effective marketing tool (Brännback, 1997;

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McBride, 1997; Etzioni & Perkowitz, 1997; Porter, 2001). Considering the spread of Internet usage and that the future of Australian sporting organisation promotion is likely to be electronic, sporting organisations that align themselves with forward thinking and niche marketing strategy enhance the opportunity for greater revenue than costs. Organisations that do not find their own distinct niche in the Internet market place will fail (Mahoney & Howard, 2001).

Building a profitable online presence is not a simple task (Duncan & Campbell, 1999; Haggerty, 1988; Johns, 1998; Mullin, 1985; Pope & Forrest, 1997; Shilbury, 1994; Westerbeek & Shilbury, 1999). A strategic and coordinated plan, for its development, maintenance and updating, combined with a healthy dose of business-segment common sense, the belief that if the business idea will not work at the corner shop it won't work online either (Forrest, 2000), will assist Australian sporting organisations to use the Internet as a source of revenue that is greater than its cost.

## **2.9 Conclusion**

Despite there being no literature that examined the impact of Internet marketing in pooled interdependent Australian sporting organisations, the literature that was reviewed discusses relationships of variables that drive Internet marketing performance for achieving greater revenue than cost. Although an in-isolation literature review of Internet marketing impacts in pooled interdependent Australian sporting organisations could not be undertaken, a review of assorted marketing texts and supporting descriptive data regarding Internet marketing provides relevant information on Internet marketing use.

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As a consequence of this review it is observed that academics are not devoting attention to the status Internet marketing has in pooled interdependent Australian sporting organisations. Not devoting attention to the place of Internet marketing in the Australian sporting organisation context creates an impression that it has not been deemed as an important or relevant business application within sporting organisations up until now.

It is this researcher's viewpoint that Australian sporting organisation Internet marketing practitioners should have a comprehensive understanding of Internet marketing techniques. The techniques such as the following examples: (i) commercial viability, (ii) flexible integration with the dynamic online-customer variables, (iii) positive corporate image offers the opportunity for a competitive-advantage outcome in the online market place. A comprehensive understanding of Internet marketing in sporting organisations is specified by the following:

- (i) calculated and careful strategies should be used for tapping new markets to achieve greater revenue than cost;
- (ii) ad hoc business practice, such as tactical decision making, should not be the relied upon to maximise revenue and minimise costs within budgetary predictions; and
- (iii) providing customer service that will give access to information, quick response to questions, immediate response to orders, and a security to online payment should assist Internet marketing practice.

An examination of the various marketing literature has helped to identify Internet marketing practice in relation to the focus of the study. It is possible that some relevant literature was missed. The diligent search for material offers confidence that the identified literature (as well as the emphasis on the particular topics in this chapter) is

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relevant. The lack of a substantial body of empirical research testing (of the impact of Internet-specific fiscal performance of Australian sporting organisation Internet marketing) is a gap in the existing literature and this study aimed to instigate research works in this direction.

The methodology used to facilitate the investigation is in Chapter 3.

## **CHAPTER 3**

### **METHODOLOGY**

#### **3.1 Introduction**

In chapter 1 it was suggested that the intention of this empirical study was to identify Internet marketing practices among a group of Australian sporting organisations. To help fulfill the purpose of the study the following objectives were used: (i) to determine if Internet marketing revenue exceeded its costs, (ii) to assess the degree to which Australian sporting organisations are devoting resources to Internet marketing, (iii) to identify Australian sporting organisation employee views about Internet marketing practice in their organisation, (iv) to offer measures of Internet marketing that may be generalised to the population of the study, and (v) to identify current trends of Internet marketing practice across regions of Australia.

To help address the objectives of this study the unit of analysis was Australian sporting organisations' Internet marketing practice – aggregated by region. Internet marketing practice was defined as the trading of goods and services and other business (such as information dissemination) over the Internet that allowed electronic based information access and exchange of goods or services via a publicly available website. The data sources were randomly selected local, state and national level pooled interdependent Australian sporting organisations. The information gathered was compiled through use of the methodology described in this chapter of the thesis.

Section 3.2, describes the sampling methodology used to obtain a sample that was both representative and conducive to analysis. Section 3.3 of this chapter presents the research design and it includes discussion in relation to the study's population and

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incorporates the recruitment procedures, the interviewing procedures and the framework used for the study. In Section 3.4 the items on the assessment instrument are described along with a description of how the study's questionnaire was determined (see Pilot study). Section 3.5 details the data collection process of this study. It includes information about the methods used for the dissemination and return of the completed questionnaire. Section 3.6 outlines the data analysis process. It specifies the various Parametric and Non-Parametric techniques that this study used to analyse the data. Ethical considerations for the study are acknowledged in Section 3.7. The conclusion to the chapter is found in Section 3.8.

### **3.2 Sampling Methodology**

Stratified random sampling was used for the study and it was utilised because it provided a balance of participant numbers in the study. In the context of the chosen sampling method, the balance of a representative sample combined with a manageable sampling method was struck to establish associations between current Internet marketing practice and the respondents of the study. It was intuitively thought that different practises would have differing impacts on each level (local, state, national) and each region (South East, North East, West) of the sample, such as the strategic style of online business promotion or the costs of e-commerce investment could vary according to the geographic region (Figure 3.1), or administrative level of Australian sporting organisation. Considering the possible caveats listed above, a sample was drawn which was representative of all Australian states and territories and included those sporting organisations actively using the World Wide Web (WWW) to develop their activities.

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Although the study's sample population was located in various geographical regions and was of differing population sizes, the physical location and size of a community's population that bordered the Australian sporting organisations venues provided no inherent detriments to prevent achieving the study's objectives; as the Internet is a mechanism that encapsulates a global business community (Forrest, 2000). Given the study's objectives this sampling methodology was suitable for the research.

### **3.2.1 Selecting the Sample**

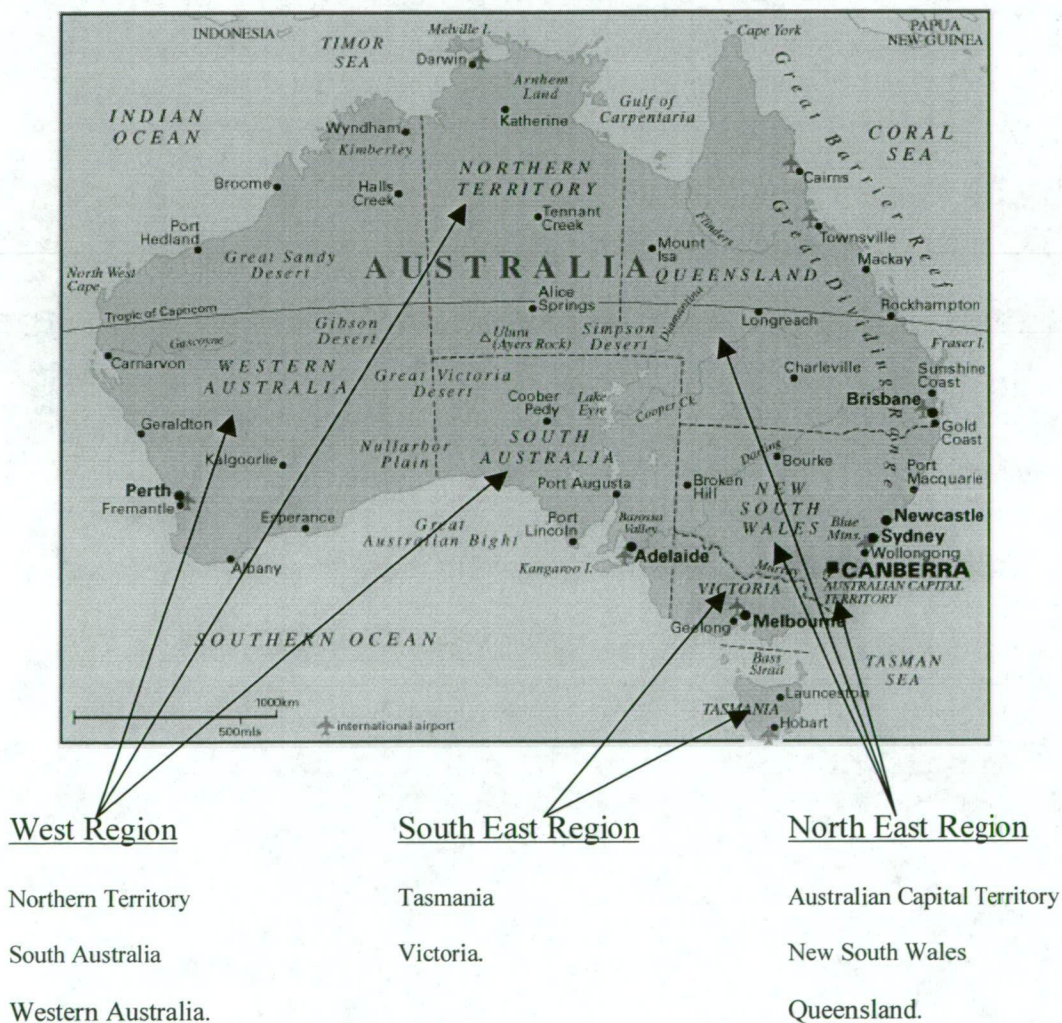
Local, state / territory and national level sporting organisations that met the following pre-selection criteria were considered for the study's sample. They (1) had a current active website, (2) had a publicly accessible website, and (3) were funded by the Australian Sports Commission. The local level sporting organisation was geographically located in a town or city within a state or territory of Australia and served the immediate demographic residents surrounding it (i.e., up to a 30km radius). State / Territory-based sporting organisations were located within a town or city but served the entire population of the State / Territory. National sporting organisations agencies were located usually in a capital city of a state of Australia but served the entire population of Australia.

All sporting organisations that could have become a part of the sample were grouped according to administrative level and geographic region then assigned a number and selected according to the random table of numbers. Regulation of the sample was provided by the Australian Sports Information Directory, 2001 (ASID). All local level Australian sporting organisations were identified, then grouped into regions (South East, North East or West), assigned a number and then were selected for inclusion (or not

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selected for inclusion) into the sample population according to the outcome of the random table of numbers. State / Territory and national level organisations were selected using the same process. Thus, the sample was established by administrative level (local, state/territory and national) and geographic region (South East, North East and West). The table of random numbers listed in Thomas and Nelson (2001) assessed for the sample ( $N = 100$ ) that was used for the study.

**Figure 3.1. Map of regions used in the study.**



### 3.3 Research Design

The research design of this thesis was based on literature (see for example Cooper & Schindler, 1998; Thomas & Nelson, 2001) that supports the argument that problems can be solved and practices improved through objective observation, analysis and description. In this context, the study's research design included the use of a questionnaire that incorporated analysis and description. A main component of the study's questionnaire was its administration to the sample: using three interview treatments including: face to face interview, telephone interview or email interview. The treatments made for ease of obtaining nationwide representation of the sample and as a result of the representation it was hoped that the treatments would provide insight into Internet marketing practice in sporting organisations (that might not have been gained using alternative designs). The interview techniques were well supported by the literature (see for example Gay 1987, Thomas & Nelson, 2001).

The research design provided the best possible means of investigating Internet marketing practices (across the little researched area of Internet marketing practices in local, state and national pooled interdependent Australian sporting organisations), and, importantly, it was the best available means to collect data within budgetary limitations. See section 3.5 Data Collection for further information.

Local, state and national level pooled interdependent Australian sporting organisations are defined as follows:

- Local sport organisations: Facilitators of sport at the community level. They serve a cluster of people usually located within a thirty-kilometre radius of its office in a built
-



up area (such as city). In rural areas a local level Australian sporting organisation usually serves a township and its surrounding municipality;

- State / Territory sporting organisations: These are the senior authority of each sport in each State / Territory of Australia. They serve the populace of the State / Territory and closely assist local level sporting organisations with implementing sport programs, administration and funding support; and
- National sporting organisations: Are the peak organisations for each sport in Australia. They facilitate the entire population of the applicable sport by developing and helping to implement sport programs for all Australian residents including from grass- root activities through to elite level sport activities. Grass-root programs are entry level activities that introduce a sport to a group of people. The national level agency responsibility is to cooperatively facilitate, with state level organisations; all facets of the administration of these programs (including funding). These organisations are administered under the auspices of the Australian Sports Commission (ASC), which is the federally funded parent-agency for sport in Australia.

A range of commerce and governance characteristics represented the sporting organisations of all regions (and at all levels of sport) that participated in the study (Table 3.1). The characteristics identified in the Table describe their uniqueness as pooled interdependent Australian sporting organisations as compared to other sport organisation.

**Table 3.1. Commerce and governance characteristics of pooled interdependent Australian sporting organisations (ASOs)**

*Under each of the three levels in the chart below are percentage numbers. These percentages are approximations of the applicability of the characteristic according to the administrative level of ASO.*

*Example interpretation 1: 100% of all local level ASOs are proprietary limited/ not for profit companies.*

*Example interpretation 2: 100% of all National level ASOs are affiliated with the ASC.*

CHARACTERISTIC	Local Level	State/ Territory Level	National Level
Proprietary limited / not for profit company	100 %	100%	100%
Affiliated with Aust. Sports Commission (ASC) through funding models	100	100	100
Employ greater than 200 people	0	0	0
Employ 100 to 200 people	0	0	2
Employ 50 to 99 people	0	1	10
Employee 6 to 49 people	10	90	83
Employee less than five people	90	9	5
Have males and females on staff	100	100	100
Have a website	100	100	100
Are responsible for a specific sport	100	100	100
Serve the public of the local community	100	20	0
Serve the public of regional community	0	100	0
Serve the entire community	0	0	100
Have an International community affiliation	0	15	100
Have at least one full time paid staff member	100	100	100
Usually have some volunteer staff members	100	100	100
Have an elected Board of Management	100	100	100
Have a paid CEO	100	100	100

CHARACTERISTIC	Local Level	State/ Territory Level	National Level
Have an elected President	100	100	100
Have a dedicated office to administer the sport	100	100	100
Office located in an urban area	20	90	100
Office in a rural area	80	10	0
Use online technologies	100	100	100
Use press to advertise	100	100	100
Use radio to promote	40	50	50
Use television to promote	5	50	100
Seeks sponsorship (all forms)	100	100	100
Eligible for Federal grants (\$)	0	0	100
Eligible for state government grants	0	100	0
Eligible for local government grants	100	10	0
Are audited annually	100	100	100

### 3.3.1 Study Population

One hundred pooled interdependent Australian sporting organisations affiliated to the Australian Sports Commission (ASC) were selected for this study. The most efficient source available for the selection of the study population was, as noted earlier in this chapter, the Australian Sports Industry Directory 2001 (ASID). ASID's (2001) listings served as an inventory-catalogue of sporting organisations (as related to administrative level and affiliation to parent organisation) and was readily available in an easy to use format. The directory also provided the sporting organisation WWW addresses, phone numbers, email and street addresses which helped to facilitate the establishment of the population. The ASID (2001) was considered as the most accurate available (and therefore used) to effect the formation of the study's population.

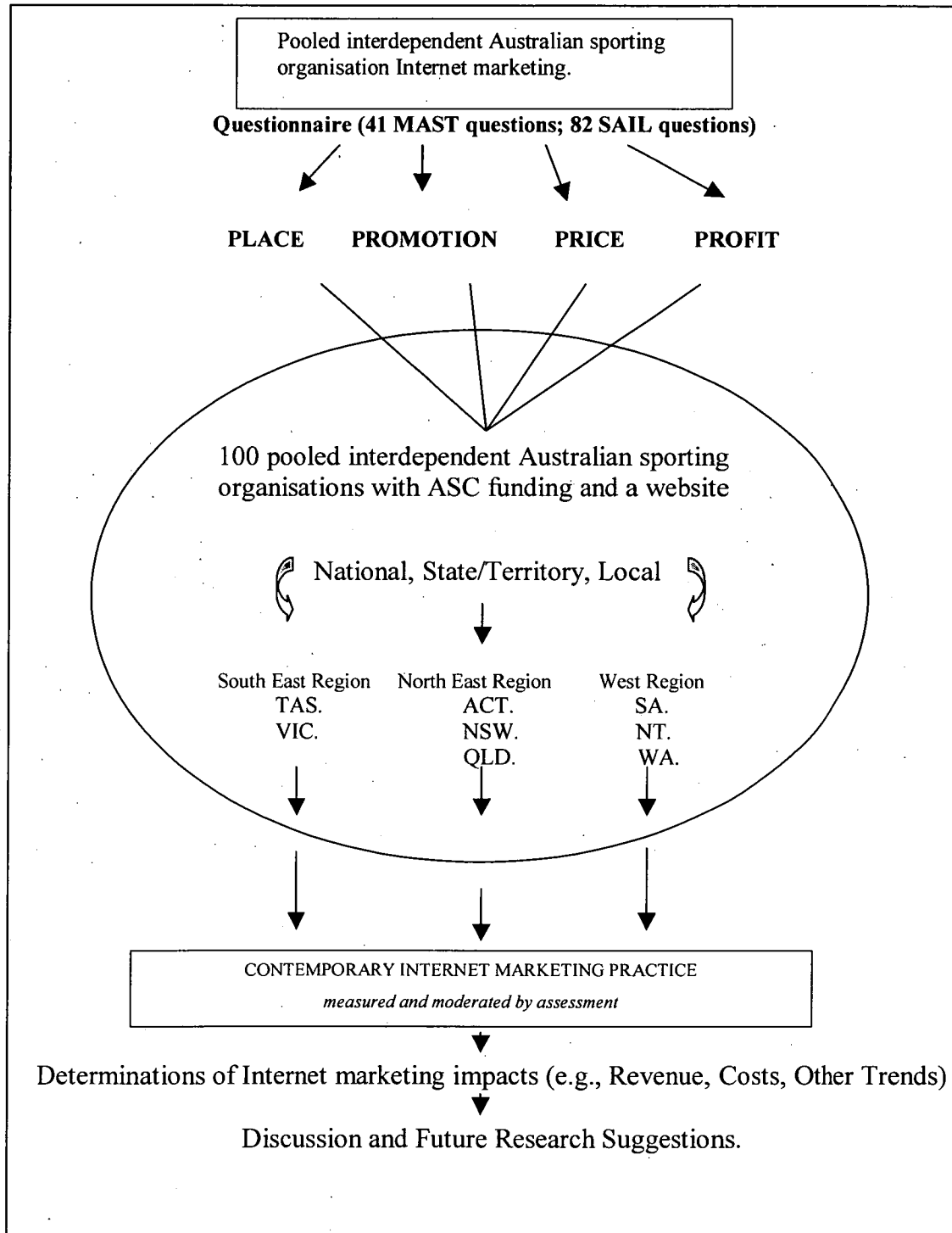
One limitation from using the ASID (2001) was that it precluded inclusion of an Australian sporting organisations not printed into the directory. Thus, it may be the case that there was an under-representation of the available population that could have been included in the study. However, because the ASID (2001) is the most widely recognised and credible sport organisation contacts publication it was used in this study. Also, given the potential complexities of the sample's selection, the ease of access to Australian sporting organisations with websites from the ASID (2001) to begin the selection process was appealing. Those organisations that were not a part of the ASC funding model were not used in the study and therefore deemed to not fit the framework of the study (Figure 3.2).

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### 3.3.2 Framework of the Study

This section describes the framework (Figure 3.2) that was used for this research.

**Figure 3.2. Framework of the study.**



The framework for the study (Figure 3.2) shows that a questionnaire was sent to 100 pooled interdependent Australian sporting organisations for the purpose of acquiring data about their Internet marketing practice. The questionnaire sought information relating to revenue and costs data and other information relevant to Internet marketing practice (see Chapter V).

The questionnaire, with its questions grouped under a 4Ps marketing mix of Place, Promotion, Price, Profit (see Borden, 1964; Bridges, 2002; Frey, 1955; McCarthy, 1968), was sent to the sample of Australian sporting organisations involved in the study. This study's unique marketing mix was chosen as it fit the assessment, analysis and evaluation purposes related to the study's objectives. In using these purposes it was assumed that vital information (e.g., competitive advantage benefits in Internet marketing practice) could be identified.

This study's classification of the marketing mix had the dual advantage of simplicity and a level of time-tested acceptance. Profit was used as part of the mix; however, it must be acknowledged that Profit is not an element of the traditionalist marketer's view of the marketing mix; it is considered that Profit is built into the marketing system and is therefore understood by marketers (McCarthy, 1968; Parkhouse, 1996; Wind, 1986). However, taking into consideration the focus of this study (determining whether or not revenue exceeds costs), and that profit is the reward for successfully tying together an organisation's marketing mix (Dutta & Segev, 1999; Marketing Concepts, 1987), using Profit was vital to help integrate the findings of this research (Section 3.4).

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### 3.4 Assessment Instrument

The assessment instrument used in this study consisted of a two part questionnaire (Figure 3.3). The two parts are discussed in sequence.

Part 1 of the questionnaire contained 41 questions. The 41 MAST questions are a mixture of open-ended and forced-choice questions that were designed to encourage a respondent to express a point of view of the impact of Internet marketing in the sporting organisation. The design of each question is described in section 3.4.1 (Questionnaire design) and includes details such as outlining the Internet marketing practices and describing the type of question asked (open-ended /close-ended, yes/no, choices/rankings).

Part 2 of the questionnaire contained 82 questions (2 questions that are each “linked” to each of the 41 MAST questions). These SAIL questions sought the respondent’s perceptions of Internet marketing practice in the Australian sporting organisations. A five-point Likert scale was used for each of the SAIL questions. A Likert scale was used because of its robustness in studies such as this (Gay, 1987; Grimm & Wozniak, 1990; Malhorta et al., 1996; Thomas & Nelson, 2001).

An item of concern in the use of the Likert scale in the study’s SAIL questions was the scale’s middle point, which in this study was deemed ‘unsure’. Unsure was the preferred option over the potentially more complex response of ‘no effect’ or ‘no opinion’. This option was chosen as it was assumed that respondents may be unsure of the marketing strategy inculcated into the day to day operations of the Internet (see 3.4.3 Pilot Study for more information about use of the Likert scale for this study). In the context of the mid-point of the Likert scale, some authors suggest that providing the

'unsure' option makes it easy for respondents to be non-committal (see Aaker, Kumar & Day, 1995; Moser & Kalton, 1993). Other authors (see Andreasen, 1988; Ryan & Garland, 1999) suggest unsure is a valid response as it does not coerce respondents to either agree or disagree with a statement. The 'unsure' option (1) maintained the equal interval metric properties of the Likert scale used for this study, and (2) offered a wider choice of expression, which according to Gay (1987) and Thomas and Nelson (1996) increases the reliability of the assessment instrument. See the questionnaire in Appendix A. A questionnaire information sheet can be seen in Appendix B.


All of the study's questions were scripted and grouped according to each of the four marketing mix elements used in this study. The questions were designed to fit the heterogeneous characteristics of online services in Australian sporting organisations. As a result an acceptable range of questions about day to day Internet marketing practices were scripted. Questions 1 through 9 investigated the place of Internet marketing in Australian sporting organisations. Questions 10 through 30 aimed to reveal the impact of online promotion models. These 21 questions explored the promotion practices of Australian sporting organisations and the relationship with their Internet marketing practice. Questions 31 through 34 addressed online pricing models. These questions probed the costs associated with being online. Questions 35 through 41 sought to identify information about online profit in Australian sporting organisations.

To gather data for this study, respondents provided answers to the questions developed by the researcher. As the questions were presented within the literature supported researcher's frame of reference (see for example Babbie, 1989; Kaplan, 1987; Leebaert, 1999), interpretable responses could be recorded (Figure 3.3).



**Figure 3.3. Schematic representation of a question.****Part 1 MAST QUESTION**

Indicates the number of the question.

No.	Question	Answer
1.	What year did your Website debut on the Internet?	<u>1996</u>  Don't Know. Go to No.2

**Part 2 SAIL QUESTION.** Asks to rate your response on two-impact level. The first level is at the employee level. The second level is the employer level.

This is the area for response in relation to the question/s in part 3. Responded with a circle (if completing by hard copy) or highlight it if by email.

		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1a)	The website effected my role financially, in the sporting organisation (SO)	1	2	3	4	5
1b)	The website financially affected the SO after the debut of the website	1	2	3	4	5

*Part 3 questions are closed questions designed to measure direction and the extent of the financial impacts of a website as perceived by the employee.*

*Strongly agree = 1*  
*Agree = 2*  
*Unsure = 3*  
*Disagree = 4*  
*Strongly Disagree = 5*

The tool of measure - Likert Scale. The numbers 1 through to 5 represent a measure of your feelings toward a question.

The Questionnaire has 41 questions.

### 3.4.1 Questionnaire Design

The questionnaire sought to acquire data about Internet marketing practises from the study's sample. The style adopted for the scripting of the study's questions was supported by prior research that provides a number of rules for the construction of a valid questionnaire. They include:

- questions must be clearly worded - use precise words that have meaning (Gay, 1987; Thomas & Nelson, 2001);
- the questions should preferably be short - no more than 15 words (Babbie 1989; Gay, 1987; Thomas & Nelson, 2001);
- use one idea per question only – more than one may cause confusion and further cause the question to not be answered (Babbie 1989; Borg & Gall, 1989; Gay, 1987; Thomas & Nelson, 2001);
- avoid using negative words - because they can cause confusion which leads to items being answered in the opposite way (Babbie 1989; Borg & Gall, 1989; Gay, 1987; Thomas & Nelson, 2001); and
- avoid technical language - respondents may “turn off” if wordings are too complex, and do not bias answer so it leads the respondent to answer in a certain way (Babbie, 1989; Borg & Gall, 1989; Gay, 1987; Malhorta, Hall, Shaw & Crisp, 1996; Thomas & Nelson, 2001).

The consideration of all of these recommendations was instrumental in the construction of the questionnaire used in this study. The author, therefore, constructed a questionnaire that was worded clearly; most questions were 15 words, most had one basic idea, they avoided negative expression and inferences, were free of jargon, used appropriate

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technical language, and were not biased toward a certain response. A colleague researcher was used to cross-check the questions against the recommended style for scripting the questionnaire. A Pilot study (section 3.4.3) was conducted prior to the actual study assessing the “understandability” of the questionnaire.

The layout of the questionnaire, the clear and brief instructions given to complete it, the guarantee of confidentiality of the respondents, the offer of aggregated results of the questionnaire after completion of the study and the defined point of contact (to reach the researcher) helped to assist respondents and presumably, their willingness to complete the questionnaire in a timely manner (Administration section 3.4). A detailed description of the questionnaire can be seen in Appendix E.

The questionnaire was predominantly researcher administered (95%) throughout the data gathering process, which encouraged confidence and precision with which this study could be assessed (see, Section 3.5 - Data Collection). A colleague researcher administered the remaining 5% of the data gathering process. All respondents were given the same questions regardless of which person administered the instrument.

The questionnaire was a standardised stimulus through set administration variables that aimed to eliminate unreliable responses. In that context, careful and consistent wording of questions across all three interview treatments, the neutrality of the interviewer across all three modes of data gathering and the participation in a comprehensive Pilot study all reduced the respondent’s unreliability of answers to the questions provided to them.

Questionnaire return was encouraged by the offer of anonymity to respondents.

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### 3.4.2 Pilot Study

The Pilot study was conducted in March 2002 through May 2002 and was guided by the required research procedures of the University of Tasmania. The objective of the Pilot study was to develop a questionnaire that was valid, reliable, easy to administer and comprehensive.

Development of the questionnaire involved seeking opinions and perceptions from people experienced as practitioners in Internet marketing. Their practitioner-based collective knowledge (on Internet marketing practice in pooled interdependent Australian sporting organisations) was evaluated in relation to a battery of pre-determined questions. The predetermined questions were established from the literature review related to Internet marketing practice. Acquiring opinion and views from expert practitioners in relation to contemporary literature contributed to the content validity of the questionnaire and help to shape the study's assessment instrument (see Martens, 1973; Murphy, Trailer & Hill, 1996). To promote the validity, reliability, structure and comprehensiveness of the questionnaire the following was undertaken:

- a) Sample questions were compiled and consequently tested on a number of pooled interdependent Australian sporting organisations. The pilot participants were introduced to literature on Internet marketing practice and were shown examples of pooled interdependent sporting organisation websites, one local level sporting organisation website, one state / territory level website and one national level website. Beyond the process of looking at websites they were asked to display and discuss the website. Once this process was concluded the introduction was considered complete. After the introduction each pilot participant performed the following tasks:
-

- reviewed a representation of previous research based and practitioner literature and information regarding Internet marketing practices. This representation was in the form of a draft version of the questionnaire;
- discussed the proposed associations of Internet marketing practices with performance to determine they made sense in Internet marketing practice context (i.e., were the draft questions appropriate to fit the objectives of the study); and
- utilised the intuition of Pilot study respondents to assess all the information and make suggestions about the Internet specific practices (with a justification of respondent view).

b) An analysis was conducted to identify whether the questions about Internet marketing practises were investigating what they were intended to explore (Gay, 1987, Thomas & Nelson, 2001). Responses were examined to identify whether questions in the questionnaire were understood and whether or not all questions were appropriate. The initial feedback from respondents ranged from general comments about lengthy questions to debate on which questions should be included or not included such as:

(i) the format of the questionnaire layout was well received by the respondents to the Pilot study. Thus, it was not altered. The font within the questionnaire was assessed as too small and the adjustment to a larger font was made;

(ii) the responses revealed some confusion in the wording of the questions with the respondents indicating they were unsure of the request of the question. This was an issue of understandability and resulted in modifications to some questions; and

(iii) The anchors to the Likert scale were altered from A being best to E being least best to a format of 1 being strongly agree to 5 being strongly disagree. The advantage of a numerical five-point scale was that it provided for a choice of responses which provided for a more manageable representation of the data. Feedback from pilot participants indicated that a five point scale, instead of a seven point scale, was deemed sensitive enough to gauge opinion about Internet marketing practices. The number of questions (and their content) were an accurate portrayal of contemporary Internet marketing practice according to the Pilot study participants, thus no purging of questions occurred.

- c) The Questionnaire's question items were cross-checked by the researcher, colleague researcher and chief investigator prior to circulation of the questionnaire to the sample of the study. The data provided by the subjects, which were chosen for the Pilot study, were not used in the assessment of the study's empirical findings, but as a representation of the sample and were used as a "rehearsal" for the study. Treatments applied to the Pilot study sample including face to face, telephone and email interviews were conducted in the Pilot study in order to refine the administration of the questionnaire, and data collection and analysis procedures. The measures of data were reasonable and fairly used to indicate the results.

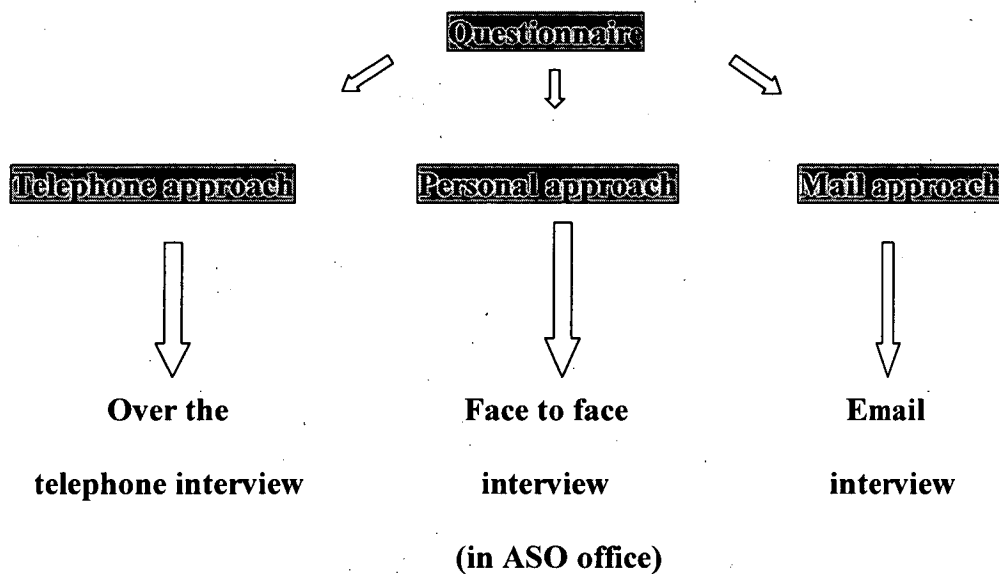
The research of Agrawal, Arjona and Lemmens (2001), Higashide and Birley (2002), Malhotra et al. (1996) and Venkatraman and Ramanujam (1986), provided information about measuring Internet marketing financial and operational performance from a wide range of viewpoints including: revenue, professional practice, personnel resources, personnel development, new product development, and Internet operating

efficiency. The data recorded from the Pilot study was used to help formulate the study's questionnaire. All procedures, as noted in the section titled Data Collection (3.5) and the Data Analysis (3.6), were the result of the Pilot study.

### 3.5 Data Collection

A multi-administration process was used was used by the researcher to collect data from the population (Figure 3.4).

**Figure 3.4. Administration of questionnaire.**



It was decided that three treatments including:

- over the 'phone interview,
- face to face interview, and
- email interview

were the best ways to collect the data for this study.

Ideally, the administration of the questionnaire would have been undertaken using only face to face interviews as this type of interview provides an opportunity for immediate clarifications, probing for answers and the immediate check on the internal consistency of responses. Unfortunately, given the reality of a limited budget combined with a large scattering of the sample (across Australia), conducting only face to face interviews was not possible. Given this restriction the three treatment approach was used to generate the highest possible response rate within the limited budget (Babbie, 1989; Gay, 1987; Malhotra et al., 1996).

One hundred questionnaires with supporting information including a covering letter were sent to the sample of pooled interdependent Australian sporting organisations (using Australia Post and email communication) during the first week in July 2002. During the last week of July, 2002 the sample of the study located in New South Wales, Queensland and the Australian Capital Territory (North East region) were contacted via telephone to (1) be invited to participate in the study, and (2) to secure a time and date for the conduct of a telephone interview. Over the 'phone interviews, although expensive in relation to the study's budget was adopted because it usually elicits a high response rate (Gay, 1987; Grimm & Wozniak, 1990; Malhotra et al., 1996). Thirty-three letters of invitation to participate in the study were sent to the North East region. The opportunity for face to face interview was not available for this region because of budgetary restraints.

During the last week of July the sample of the study from Tasmania and Victoria (South East region) were contacted via telephone to determine if (i) they wished to participate in the study and (ii) to secure a time and date to carry out a face to face



interview. Only face to face interviews were conducted in the South East region. Thirty-four letters of invitation to participate in the study were sent out to the South East region study sample.

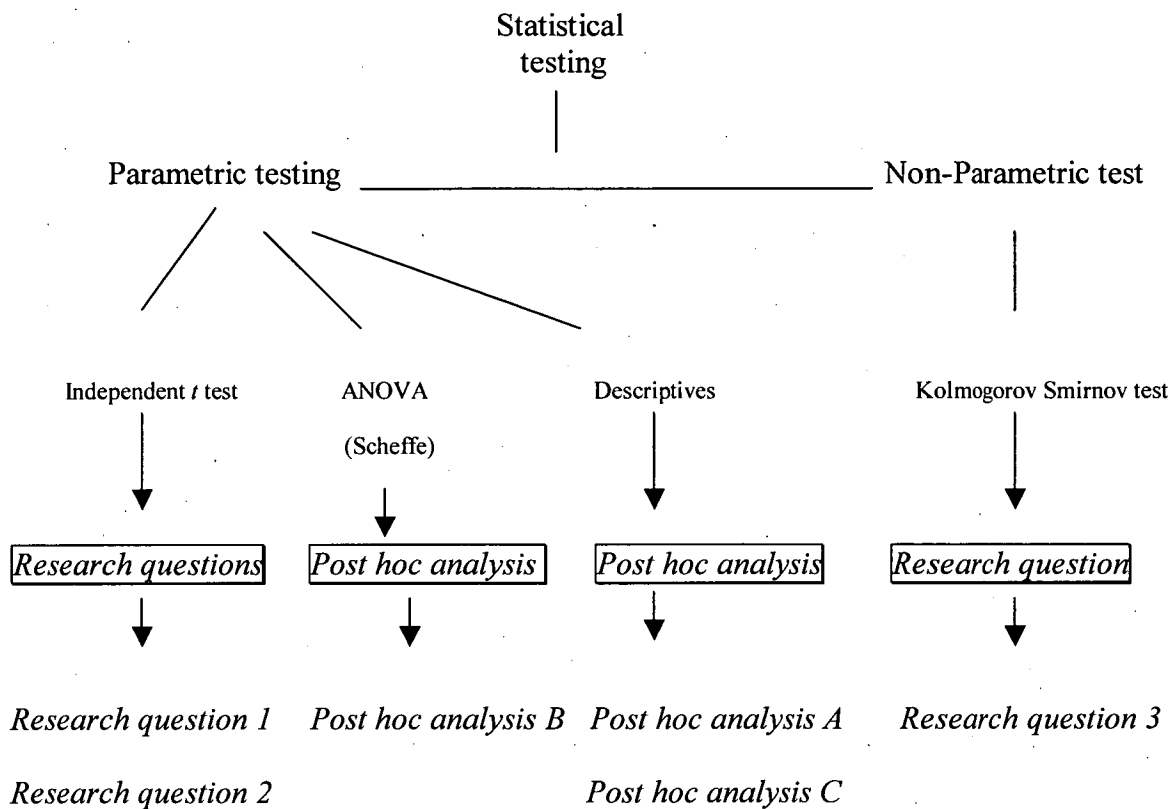
The sample of the study located in Western Australia, South Australia and the Northern Territory (West region) were contacted via email communication in July 2002 to invite them to complete the questionnaire (and that they should send completed questionnaires back to the email address or the postal address provided in the cover letter to the questionnaire). Thirty-three letters of invitation were sent to the sample in the West region. The opportunity for face to face or telephone interview was not available for this region because of budgetary restraints.

### **3.6 Data Analysis**

This research involved collecting data in order to (i) test the research questions and (ii) test the post hoc analyses of the study. Descriptives calculated raw data of the study and these analyses were used because it laid the foundation for a more rigorous statistical examination of the data within this study (Figure 3.5).

The chosen methods of data gathering aimed to map and describe the way things are done presently. This was the first Australian study to examine these issues and it involved asking questions that have not asked previously of Australian sporting organizations.

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**Figure 3.5. Statistical testing.**

### Research Questions

A two-tailed Independent  $t$  test analyses of research questions 1 & 2 determined for statistically significant difference between two means (.05 alpha level). Research question 3 used the Kolmogorov-Smirnov test (KS-test) to determine if two datasets differed significantly. The KS-test was used as it had the advantage of making no assumption about the distribution of data and it provides the opportunity to view the data graphically, which can help in understanding how the data are distributed. An alpha level of .05 determined for statistical significance.

### Post Hoc Analyses

Three post hoc analyses were conducted (See Sections 4.4, 4.5 and 4.6). Post hoc analyses 4.4 and 4.6 used Descriptives to measure data about pooled interdependent Internet marketing practice in Australian sporting organisations.

Post hoc analysis 4.5 addressed the issue of assessing trends in Internet marketing practice that lead to greater revenue than costs. A simple Analysis of Variance (ANOVA) and follow-up test according to Scheffe analysed the data. Firstly, a comparison of means (South East, North East and West regions) established raw data of mean values and then ANOVA examined for the differences in the mean values of Internet marketing practices (Malhotra et al., 1996). ANOVA allows for three groups (the regions used in this study) of mean values to be compared simultaneously, with the ultimate aim of identifying trends in Internet marketing practice. If ANOVA determines significant differences between regions a follow-up test due to Scheffe (1959) determines which of the regions differed statistically significantly from each other. Thus, Scheffe was used to identify statistically significance differences between each region's Internet marketing practices.

Using Scheffe's follow-up test determined for statistical significance difference between all three regions. The Scheffe test was used because, (1) it is the most conservative of the numerous follow-up test procedures and was deemed appropriate for the analysis of the data, and (2) because of its flexibility and ease of application for the purpose of interpretation of results for a study (D. Ratkowski, personal communication February 3, 2003; Fowler, 1988; Kennedy, 1983; Thompson, 1991). An alpha level of .05 was used as the basis for rejecting the null hypothesis of equal means.

### **3.7 Ethical Consideration**

The Ethics committee of the University of Tasmania approved the methodology of this study.

### **3.8 Conclusion**

In this chapter the research methodology of this study was described. The focus of the methodology was placed upon investigating Internet marketing so as to provide an initial mapping and description of Australian sporting organisations' Internet marketing practices. The data were obtained from a questionnaire which was developed from literature and practice relating to unique marketing mix elements and the study involved a sample that represented the intended population to be investigated.

The study's assessment instrument detailed information about the methods employed in collecting the data and were undertaken in an effort to (1) ensure a representative sample and (2) for the sample to be robust enough to address the research questions adequately.

A total of 123 questions were used to obtain raw data in order to investigate the impact of Internet marketing in pooled interdependent Australian sporting organisations.

Data analysis methodology included the use of Descriptives to investigate the raw data derived from the questionnaire. Various Parametric and Non Parametric tests plus associated derivative tests added rigour to the data analysis. An alpha level of .05 was used to reject the null hypothesis of equal means.

Respondents' comments, beyond the prescribed research questions, were anticipated. It was determined that respondents offering further comment could do so

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without interruption from the interviewer. The more salient comments of a respondent would be recorded by the interviewer.

The intention of the methodology was to achieve the objectives of the study.

A thorough analysis of the data can be seen in Appendix C.

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**Table 3.2. Method summary**

<b>Unit of Analysis</b>	Was – aggregated by region – Australian sporting organisation Internet marketing practice
<b>Sampling Method</b>	Stratified random sampling
<b>Sample</b>	Local, State / Territory and National Level pooled interdependent Australian sporting organisations
<b>Administration</b>	Three interview methods used to administer the questionnaire's to respondents.
<b>Questionnaire Validity and Reliability</b>	Pilot test procedures were administered across a random sample of local, state and national level Australian sporting organisations to produce a valid and reliable assessment instrument
<b>Data Analysis</b>	Descriptives
<b>Parametric tests</b>	Independent <i>t</i> test ANOVA Scheffe
<b>Non Parametric test</b>	Kolmogorov Smirnov test.
<b>Alpha Level</b>	.05

In the following chapter the results are identified.

## CHAPTER 4

### RESULTS

#### 4.1 Introduction

In the previous chapter the research methodology was outlined and discussed. In particular, emphasis was placed on describing how the responses of pooled interdependent Australian sporting organisations Internet marketing practice will be analysed to test Internet marketing fiscal performance and the Internet marketing practices drivers of that performance. Fiscal performance findings and the drivers of the findings are presented in this section of the study. The findings are taken the research questions plus the post hoc analyses (as noted in chapters 1 and 3).

This chapter is written in a total of 6 sections. After section 4.1 the Introduction, Section 4.2 details the response rate of this study and also describes the respondents to the study. This section was included in detail because of the study's excellent response rate. Including this section in detail is reasonable evidence (as there is no prior literature on pooled interdependent Australian sporting organisation Internet marketing practice a high response rate) that this is a study of considered importance by respondents to the study. Included in Section 4.2 are: the response rates by region, and response rate by the level of Australian sporting organisation (i.e., local level, state level, national level). Section 4.3 provides the results of the three research questions noted in Chapter 1. Firstly, a revenue / costs analysis of Australian sporting organisation Internet marketing is presented. This section identifies the regions of Australia that profit (or make a loss) from an online presence. Secondly, results of Internet marketing costs versus the Australian sporting organisations budgeting amounts are presented. Thirdly, the results of an

analysis of Australian sporting organisation employees beliefs regarding whether tactical Internet marketing practice is better than strategic Internet marketing practice is presented. Section 4.4 is post hoc analysis A and it provides a data assessment of revenue and the costs as applied to Australian sporting organisation website type. Section 4.5 is post hoc analysis B. It provides a comparative analysis of 98 data indicated Internet marketing practices. The South East region Australian sporting organisations, the North East region Australian sporting organisations and the West region Australian sporting organisations value rated (Likert Scale) Internet marketing practices according to their importance in their Internet marketing practice. The data that the regions have provided were the basis for which the comparisons were able to be examined. The comparison of the regions' value ratings provided information about contemporary Internet marketing practices. The identification of this information within this section of Chapter 4 presents Internet marketing practices that are associated with achieving greater revenue than costs. Section 4.6 is post hoc analysis C. It identifies, by job title, which employee work within the Australian sporting organisations' online presence. Section 4.6 closes Chapter 4.

## **4.2 Response Rate of the Study**

There were a total of 100 pooled interdependent Australian sporting organisations that represented the population of this study. A total of 67 respondents provided feedback from the study's questionnaire, and from that questionnaire an analysis of the impact that Internet marketing is having on these organisations was able to be conducted. The 67 respondents Nationwide was represented by: 18 respondents from the South East region,

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25 respondents from the North East region and 24 respondents came from the West region.

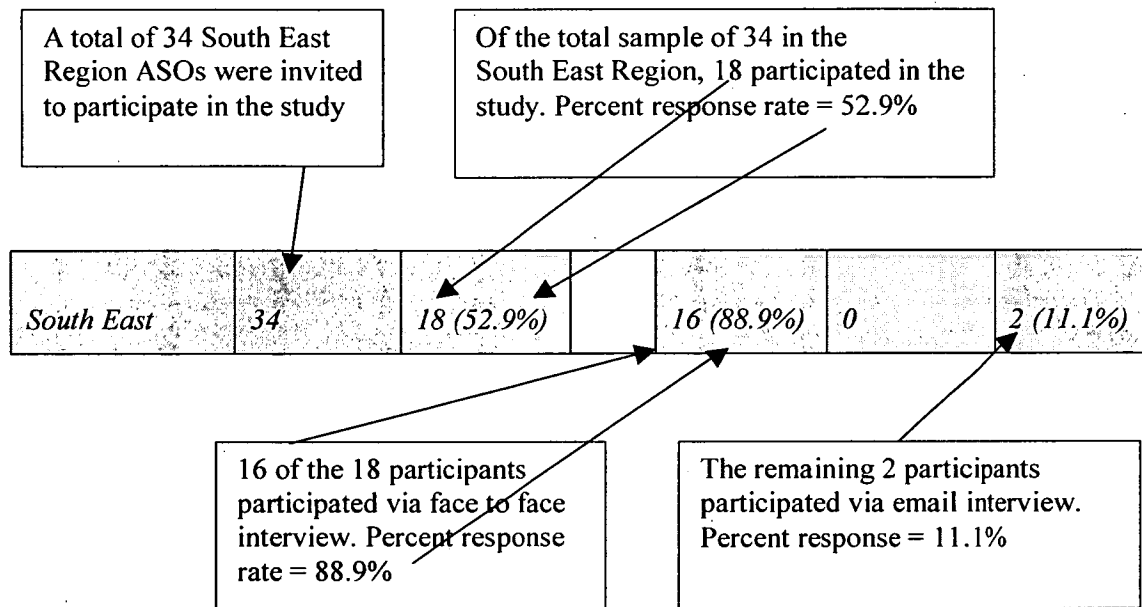
This section of Chapter 4 details the study's response rate; it describes the respondents of the study. Included are: the response rates by region and response rate by the level of Australian sporting organisation (i.e., local level, state level, national level). Response rate and respondent information is presented in Tables 4.1 and 4.2. Table 4.3 and provides revenue, costs and budgetary data that provide statistical information about Australian sporting organisation Internet marketing practice.

**Table 4.1. Response rate by region and echelon of Australian sporting organisations (ASOs)**

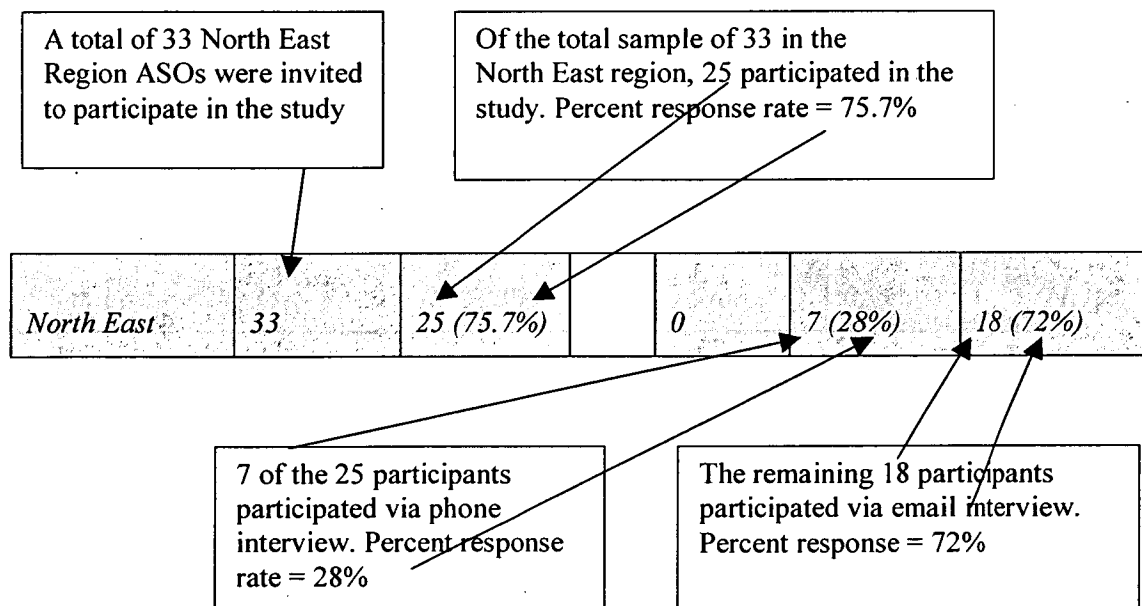
<i>Region</i> ↓	<i># of the sample popn. of ASOs</i>	<i># of Respondent ASOs</i>	<i>Breakdown of figures</i>	<i>Face to Face Interview</i>	<i>Phone Interview</i>	<i>Email Interview</i>
<i>South East</i>	34	18 (52.9%)	→	16 (88.9%)	0	2 (11.1%)
<i>Local level</i>	12	5	→	4	0	1
<i>State level</i>	11	4	→	3	0	1
<i>National level</i>	11	9	→	9	0	0
<i>North East</i>	33	25 (75.7%)	→	0	7 (28%)	18 (72%)
<i>Local level</i>	12	10	→	0	4	6
<i>State level</i>	12	8	→	0	2	6
<i>National level</i>	9	7	→	0	1	6
<i>West</i>	33	24 (72.7%)	→	0	0	24 (100%)
<i>Local level</i>	17	14	→	0	0	14
<i>State level</i>	15	9	→	0	0	9
<i>National level</i>	1	1	→	0	0	1

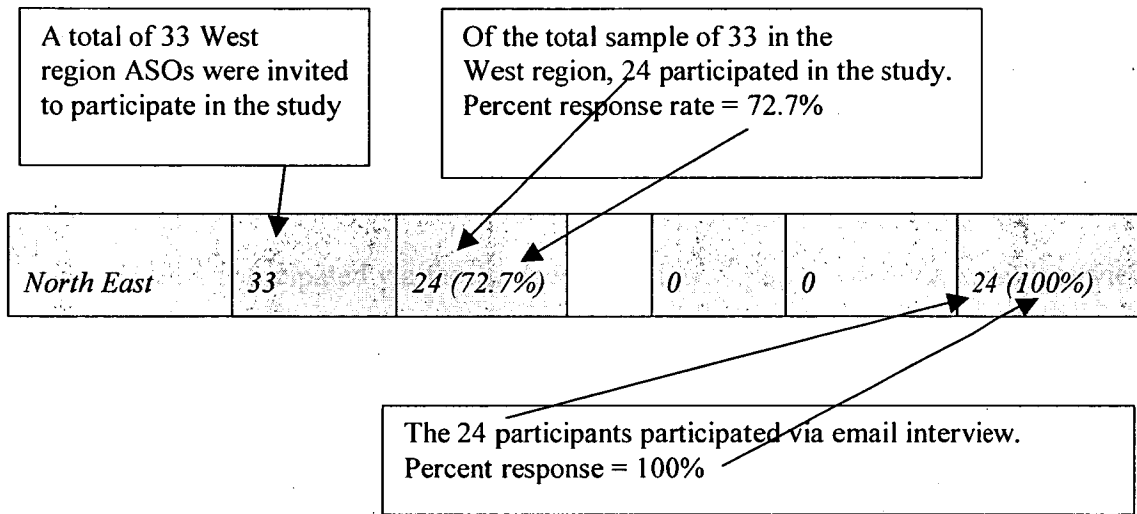
To illustrate and describe the data in Table 4.1 (that address response rates according to the regions used in this study) the following headings are used: South East region (Figure 4.1); North East region (Figure 4.2); West Region (Figure 4.3).

**Figure 4.1. Description of the South East region respondents.**



**Figure 4.2 Description of the North East region respondents.**



**Figure 4.3. Description of the West region respondents.**

Representations that illustrate and describe the data (Table 4.1), which address response rates according to the level of pooled interdependent Australian sporting organisation used in this study, are as follows:

- local level, state level and national level within the South East region;
- local level, state level and national level within the North East region; and
- local level, state level and national level within the West region.

They representations are described in turn.

Local level, state level and national level within the South East region includes:

- There were 12 local level Australian sporting organisations invited to participate in the study. Of the 12, 5 responded to the invitation to participate. Four of the respondents participated via face to face interview, 1 participated via email interview.
- There were 11 state level Australian sporting organisations invited to participate in the study. Of the 11, 4 responded to the invitation to participate. Three of the respondents participated via face to face interview, 1 participated via email interview.

- There were 11 national level Australian sporting organisations invited to participate in the study. Of the 11, 9 responded to the invitation to participate. All 9 of the respondents participated via face to face interview.

Local level, state level and national level within the North East region includes:

- There were 12 local level Australian sporting organisations invited to participate in the study. Of the 12, 10 responded to the invitation to participate. Four of the respondents participated via phone interview, 6 participated via email interview.
- There were 12 state level Australian sporting organisations invited to participate in the study. Of the 12, 8 responded to the invitation to participate. Two of the respondents participated via face to face interview, 6 participated via email interview.
- There were 9 national level Australian sporting organisations invited to participate in the study. Of the 9, 7 responded to the invitation to participate. One of the respondents participated via face to face interview, 6 participated via email interview.

Local level, state level and national level within the West region includes:

- There were 17 local level Australian sporting organisations invited to participate in the study. Of the 17, 14 responded to the invitation to participate. All 14 participated via email interview (see Chapter 1 – Limitations)
  - There were 15 state level Australian sporting organisations invited to participate in the study. Of the 15, 9 responded in favour of the invitation to participate. All 9 participated via email interview.
  - There was 1 national level Australian sporting organisations invited to participate in the study. It participated via email interview.
-

As there is no prior literature on pooled interdependent Australian sporting organisation Internet marketing practice a high response rate is an indication that Australian sporting organisations viewed the data that they supplied for the study as being a valuable contribution toward understanding how the WWW is being used for offer goods and services in Australia.

The high response rate reduced generalisability issues although it is acknowledged that a larger sample size could remove any reliability and validity issues. However, as the scope of this study was to investigate a representative sample of 100 Australian sporting organisations it was presumed that the data obtained from the questionnaire more closely examined the selected population. As the selected population are representative bodies of Australian sport, the employees that were asked to respond on behalf of the organisation were regarded as being a practitioner of Internet marketing. Employee's perceptions of their Australian sporting organisation's Internet marketing practices provided reflections of practises associated with an online marketing presence.

### **4.3 Results of the Research Questions**

#### **4.3.1 Outline of the Data for Research Questions 1 and 2**

Three research questions were used for this study. The findings of the study based on the contents of responses to the questionnaire, and an analysis of the content, are provided. Content on Internet marketing practice as related to fiscal performance in one financial year (Table 4.2) provides the data framework for the analysis of research questions 1 and 2. Australian sporting organisation employee attitudes and perceptions of strategic planning and tactical decision making is investigated in research question 3.

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**Table 4.2. Internet marketing fiscal performance (2001 / 2002 financial year)**

Region	ASO's	Column 1	Column 2	Column 3
	Respondents to study	Internet marketing Budget/ annum Mean Value	Internet marketing Costs/ annum Mean Value	Internet marketing Revenue/ annum Mean Value
South East	18	\$5950	\$17222	\$3666
North East	25	\$5036	\$9440	\$10840
West	24	\$2816	\$2583	\$4187
Nationwide (all respondents)	67	\$ 5274	\$9074	\$6529

Budget / Costs

The following is deduced regarding Internet marketing budgeting and costs: i) in the South East region, the North East region and respondents Nationwide under-budget for their Internet marketing, ii) the West region identified an annual mean value budget dollar figure that was greater than annual mean value costs dollar figure (per annum). The West region was able to effect greater revenue than costs for the financial year, and achieved the effect beneath the annual budget dollar figure. No other regions achieved the same result as the West region.

Revenue / Costs

The following is identified regarding Internet marketing revenue and costs: (i) the South East region respondent Australian sporting organisations made a loss for its Internet marketing according to this study, (ii) the North East region respondent Australian sporting organisations and the West region respondent Australian sporting organisations made a profit from Internet marketing according to this study. Nationwide, Internet marketing costs are greater than Internet marketing revenue and this is due to the significant loss reported by South East region respondents.

#### 4.3.2 Research Question 1

Research question 1 compared Australian sporting organisations Internet marketing revenue versus costs. Revenue and costs data resulted from measuring contemporary Internet marketing practices including, a) management and arranging of resources, b) reactive and proactive decision making regarding the website, c) the integration of the website to leverage other media and to promote the organisation, and d) engaging customers to meet various corporate objectives including sales objectives.

The research question was:

*Are Australian sporting organisations' Internet marketing revenue greater than Australian sporting organisation Internet marketing costs?*

The Null Hypotheses were:

*H<sub>01</sub> There will be no significant difference between the costs and revenue associated with South East region Australian sporting organisation Internet marketing practices ( $p \leq .05$ ).*

*H<sub>02</sub> There will be no significant difference between the costs and revenue associated with North East region Australian sporting organisation Internet marketing practices ( $p \leq .05$ ).*

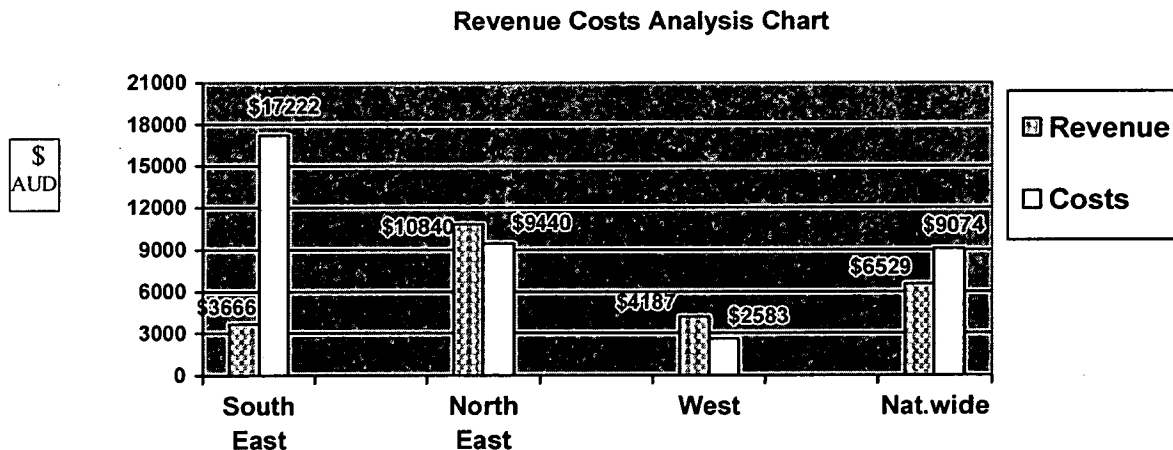
*H<sub>03</sub> There will be no significant difference between the costs and revenue associated with West region Australian sporting organisation Internet marketing practices ( $p \leq .05$ ).*

*H<sub>04</sub> There will be no significant difference between the costs and revenue associated with Australian sporting organisation Internet marketing practices on a nationwide basis ( $p \leq .05$ ).*

An analysis of the data to address research question one is described according to the assessed revenue and costs figures for Internet marketing practice in one financial year. The distribution of three geographical regions (South East region, North East Region and West region) revenue and costs dollar figures is compared. The South East region included 18 local, state and national level Australian sporting organisations respondents. The North East region included all 25 local, state and national level Australian sporting organisations respondents. The West region includes all 24 local, state and national level Australian sporting organisations respondents. Also, the revenue and costs dollar figure distribution for all of the 67 respondents nationwide in this study is compared (Figure 4.4).

**Figure 4.4. Revenue versus costs analysis of Australian sporting organisations**

**Internet marketing.**



The per annum revenue for the South East region was (AUD) \$3,666 whilst the per annum costs was (AUD) \$17,222. The mean per annum revenue for the North East region was (AUD) \$10,840 and was slightly higher than the per annum costs of (AUD) \$9,440.



The mean per annum revenue for the West region was (AUD) \$4,187 and was higher than the per annum costs of (AUD) \$2,583. The per annum revenue for Nationwide respondents to this study was (AUD) \$6,529 whilst the per annum costs was (AUD) \$9,074. The greater costs in dollars figure recorded against the South East region greatly influenced the mean value of costs for the 67 nationwide respondents of this study thus, presenting an overall greater Internet marketing costs figure.

Independent *t* test analysis of the values of revenue and costs of Internet marketing practice was applied to respondents nationwide and to the respondents of each region. A critical alpha level of .05 was used as the basis for rejecting the null hypothesis of equal means (Tables 4.3; 4.4; 4.5; 4.6).

**Table 4.3. Independent *t* test analysis of the South East region respondents**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Revenue	18	3,666	2.548	2.109	17	3788	892	.0209
Costs	18	17,222			17	22701	5350	

**Key**

<i>n</i>	= number of respondents
<i>Mean</i>	= Mean dollar value in Australian dollars
<i>t</i>	= the statistical <i>t</i> value
<i>Critical t</i>	= the <i>t</i> table value (2 tail <i>t</i> test @ .05 alpha level)
<i>df</i>	= degrees of freedom
<i>SD</i>	= Standard deviation
<i>SE</i>	= Standard Error
<i>2 tail P</i>	= 2 tail probability.

The results of the Independent *t* test for the South East region respondents reveal an obtained *t*-value of 2.548, a critical *t*-value of 2.109 and a two tailed probability of .0209. Therefore, at an alpha level of .05 the decision is: to reject the null hypothesis. South East region Australian sporting organisations costs from Internet marketing are significantly greater than its revenue (in statistically significant terms).

**Table 4.4. Independent *t* test analysis of the North East region respondents**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Revenue	25	10,840	0.466	2.063	24	11444	2288	.6449
Costs	25	9,440			24	13298	2659	

The results of the Independent *t* test for the North East region respondents reveal an obtained *t*-value of 0.466, a critical *t*-value of 2.063 and a two tailed probability of .6449. Therefore, at an alpha level of .05 the decision is: to accept the null hypothesis. North East region Australian sporting organisations revenue from Internet marketing does not differ significantly from their costs (in statistically significant terms).

**Table 4.5. Independent *t* test analysis of the West region respondents**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Revenue	24	4,187	-1.569	2.068	23	5976	1219	.1301
Costs	24	2,583			23	4221	861	

The results of the Independent *t* test for the West region respondents reveal an obtained *t*-value of -1.569, a critical *t*-value of 2.068 and a two tailed probability of .1301. Therefore, at an alpha level of .05 the decision is: to accept the null hypothesis. The West region Australian sporting organisations revenue from Internet marketing does not differ significantly from their costs (in statistically significant terms).

**Table 4.6. Independent *t* test analysis of respondents nationwide**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Revenue	67	6,529	-1.27	1.996	66	8662	1058	.2068
Costs	67	9,074			66	15386	1879	

The results of the Independent *t* test for respondents nationwide reveal an obtained *t*-value of -1.27, a critical *t*-value of 1.996 and a two tailed probability of .2068. Therefore, at an alpha level of .05 the decision is: to accept the null hypothesis. Nationwide

Australian sporting organisations costs from Internet marketing do not differ significantly from their revenue (in statistically significant terms).

#### 4.3.3 Research Question 2

Research question 2 examined per annum costs for Australian sporting organisation Internet marketing versus the per annum budget. The intention of this analysis was to determine if Internet marketing actual costs significantly exceeded per annum budget amounts. The question was:

*Do Australian sporting organisations' Internet marketing costs for a financial year significantly exceed budget allocation in that same financial year?*

The Null hypotheses were:

*H<sub>05</sub> There will be no significant difference between South East region Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).*

*H<sub>06</sub> There will be no significant difference between North East region Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).*

*H<sub>07</sub> There will be no significant difference between West region Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).*

*H<sub>08</sub> There will be no significant difference between respondents nationwide Internet marketing costs for a financial year and Internet marketing budget allocation for the same financial year ( $p \leq .05$ ).*

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An analysis of the data (see Table 4.7; 4.8; 4.9; 4.10) addresses research question two. The data describes the costs and budget values (in dollars AUD) for Internet marketing practice in one financial year. Three regions, the South East region, the North East region and the West region budget and costs in dollars figures are compared. The budget and costs figures for the respondents nationwide were also compared. The South East region group included all 18 local, state and national level Australian sporting organisations respondents. The North East region group included all 25 local, state and national level Australian sporting organisations respondents. The West region group included all 24 local, state and national level Australian sporting organisations respondents. Independent *t* test analysis of the values of budget and costs as related to Internet marketing practice was applied to the respondents of the study. A critical alpha level of .05 was used as the basis for rejecting the null hypothesis of equal means.

**Table 4.7. Independent *t* test analysis of the South East region respondents**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Costs	18	17,222	-2.188	2.109	17	22701	5350	.0428
Budget	18	5,961			17	5038	1187	

**Key**

<i>n</i>	= number of respondents
<i>Mean</i>	= Mean dollar value in Australian dollars
<i>t</i>	= the statistical <i>t</i> value
<i>Critical t</i>	= the <i>t</i> table value (2 tail <i>t</i> test @ .05 alpha level)
<i>df</i>	= degrees of freedom
<i>SD</i>	= Standard deviation
<i>SE</i>	= Standard Error
<i>2 tail P</i>	= 2 tail probability.

The results of the Independent *t* test for the South East region respondents reveal an obtained *t*-value of -2.188, a critical *t*-value of 2.109 and a two tailed probability of .0428. Therefore, at an alpha level of .05 the decision is: to reject the null hypothesis.

South East region Australian sporting organisations' Internet marketing costs are significantly higher than the amount they budget for Internet marketing (in statistically significant terms).

**Table 4.8. Independent *t* test analysis of the North East region respondents**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Costs	25	9,440	-1.025	2.063	24	13289	2659	.3155
Budget	25	7,048			24	5716	1143	

The results of the Independent *t* test for the North East region respondents reveal an obtained *t*-value of -1.025, a critical *t*-value of 2.063 and a two tailed probability of .3155. Therefore, at an alpha level of .05 the decision is: to accept the null hypothesis. North East region Australian sporting organisations' Internet marketing costs are not significantly higher than the amount they budget for Internet marketing (in statistically significant terms).

**Table 4.9. Independent *t* test analysis of the West region respondents**

	<i>n</i>	<i>Mean</i>	<i>t</i>	<i>Critical t</i>	<i>df</i>	<i>SD</i>	<i>SE</i>	<i>2 tail P</i>
Costs	24	2,583	.57	2.068	23	4221	861	.5731
Budget	24	2,910			23	2820	575	

The results of the Independent *t* test for the West region respondents reveal an obtained *t*-value of .57, a critical *t*-value of 2.068 and a two tailed probability of .5731. Therefore, at an alpha level of .05 the decision is: to accept the null hypothesis. West region Australian sporting organisations' Internet marketing costs are not significantly higher than the amount they budget for Internet marketing (in statistically significant terms).

**Table 4.10. Independent  $t$  test analysis of the respondents nationwide**

	$N$	$Mean$	$t$	$Critical\ t$	$df$	$SD$	$SE$	$2\ tail\ P$
Costs	67	9,074	-2.215	1.996	66	14386	1879	.0301
Budget	67	5,724			66	4954	605	

The results of the Independent  $t$  test for all respondents nationwide reveal an obtained  $t$ -value of -2.215, a critical  $t$ -value of 1.996 and a one tailed probability of .0301.

Therefore, at an alpha level of .05 the decision is: to reject the null hypothesis.

Nationwide Australian Sporting organisations' Internet marketing costs are significantly higher than the amount they budget for Internet marketing (in statistically significant terms).

#### 4.3.4 Research Question 3

Research question 3 sought to provide empirical evidence about all respondent Australian sporting organisation employee opinions regarding whether tactical Internet marketing is better than strategic Internet marketing practice. A Likert scale was used as the basis to measure employee opinion. The numerical values are opinions measured against a 5 point Likert scale - 1 was considered best (most positive opinion), 5 considered least best (most negative opinion). The test used for this analysis was a one sample Kolmogorov-Smirnov test. A critical alpha level of .05 was used (Table 4.11).

The research question was:

*Do Australian sporting organisations' employees rate tactical Internet marketing practice as a better practice relative to strategic Internet marketing practice?*

The Null Hypothesis was:

H<sub>09</sub> There will be no significant difference of Australian sporting organisation employees' rating of tactical Internet marketing relative to strategic Internet marketing ( $p \leq .05$ ).

**Table 4.11. Australian sporting organisation employees' point of view that tactical Internet marketing practice is better Internet marketing practice than strategic Internet marketing practice**

Analysis	Standard Deviation	$\alpha$ level	Z value (2 tailed)	Mean value*
Tactical Internet marketing	0.84	.05	.0123	2.37
Strategic Internet marketing	1.16			3.15

**Key**

*Mean Value = the average measure on a five point Likert scale.*

*The scale was:*

*1 strongly agree*

*2 agree*

*3 unsure*

*4 disagree*

*5 strongly disagree.*

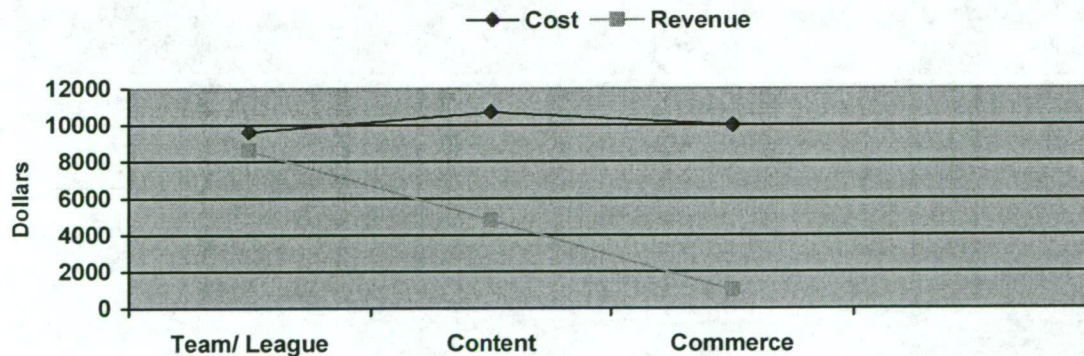
The results of the Kolmogorov-Smirnov test reveal a two tailed Z value interpretation of .0123. Therefore, at an alpha level of .05 the decision is: to reject the null hypothesis.

Nationwide, Australian Sporting organisations rate tactical Internet marketing as better Internet marketing practice than strategic Internet marketing.

#### 4.4 Post Hoc Analysis A

Section 4.4 is the post hoc analysis of revenue and the costs as applied to website type. This section shows: (i) the revenue of Team/ League website types in Australian sporting organisations applied to the Internet marketing costs of the same website type, (ii) the revenue of Content website types in Australian sporting organisations applied to the Internet marketing costs of the same website type, and (iii) the revenue of Commerce website types in Australian sporting organisations applied to the Internet marketing costs of the same website type. Assessment of data of all 67 respondents nationwide in this study was undertaken to determine per annum revenue and costs monetary figures based upon website type (Figure 4.5 & Table 4.12).

**Figure 4.5. Mean value of website type revenue compared to mean value of website type costs for all respondents nationwide.**



The dollar differential for Team/ League websites (between costs and revenue) is lower than Content website types and Commerce website types. Costs and revenue data for the website types is identified in Table 4.12.



**Table 4.12. Costs and revenue data by website type**

	Team/ League	Content	Commerce
Costs	\$9,625	\$10,709	\$10,000
Revenue	\$8,603	\$4,799	\$1,000

It was determined that the Team/ League Internet marketing website was the most commonly used website type. There were 54 Australian sporting organisation websites that utilised the Team/ League type. Team/ League sites experience greater costs than their earned revenue according to this study. Content websites were the next most utilised website type. Twelve were identified as users of a Content website type. Like Content sites have greater costs than their revenue according to this study. The lone commerce site in this study recorded the most significant costs and least significant revenue. It was the least common used website type according to this study.

#### **4.5 Post Hoc Analysis B**

Post hoc analysis B is a comparative analysis of all 67 Australian sporting organisation Internet marketing practices. The South East region Australian sporting organisations, the North East region Australian sporting organisations and the West region Australian sporting organisations value rated (by five-point Likert Scale ranking or by total number) Internet marketing practices, according to their worth in their Internet marketing practice. Analysing information about contemporary Internet marketing practices offered comparisons of Internet marketing performance according to the region. The rationale for a region based approach was that if region based trends in Internet marketing can be identified empirically, Australian sporting organisation practitioners may choose to use

the information to consider future plans for their Internet marketing (to increase revenue), to reduce the costs of their Internet marketing, and reduce the financial threats Internet marketing may present to the long term sustainability of their Australian sporting organisation online presence. In simpler terms it can be said if Australian sporting organisations' in another region are performing well the lesser performers may want to know what the more enterprising organisations are doing.

The region analysis was performed on the data of the South East, North East and West Region respondents to the questionnaire. Although individual analysis of each Australian sporting organisation respondent may have resulted in a more succinct understanding of Internet marketing practices it would have made comparisons more difficult, thus reducing the generalisability of results. The analysis was performed based on the responses to each of the Internet marketing practices within the questions asked of the sample and identified detail of contemporary practice about various Internet marketing phenomena.

The marketing mix used for this study was utilised to create four tables (one marketing mix element/ table). The first table with data content (Table 4.15) is titled Place and it shows numerical values for variables from questions 1 - 9 of the questionnaire used in the study. The second table is Promotion (Table 4.16). It describes the mean values of variables from questions 10 - 30 of the questionnaire used in the study. The next table (4.17) addresses questions related to Price. It describes the mean values of variables from questions 31 – 34 of the questionnaire used in the study. Lastly, Table 4.18 addresses questions related to Profit. It describes the measures of mean rating

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values for questions 35 – 41 of the questionnaire that was used in the study. The Table Header and a description of each header title is as follows (Table 4.13):

**Table 4.13. Tables header - Example**

<i>Q.</i>	<i>Topic</i>	<i>All respondents (Nationwide) mean-value rating of the Internet marketing practice</i>	<i>South East Mean value rating of the Internet marketing practice</i>	<i>North East Mean value rating of the Internet marketing practice</i>	<i>West mean value rating of the Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
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There are 8 descriptions (that describe the headers noted in Table 4.13 above) for each of the tables 4.15, 4.16, 4.17 and 4.18 in this section of Chapter 4. The description of each of the 8 headers is as follows (Table 4.14):

**Table 4.14. Tables header - Description**

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
<b>Question number</b>	<b>Question – the Internet marketing practice that was value rated by the Australian sporting organisation</b>	<b>Identifies the value rating provided by Australia wide respondents.</b>	<b>Identifies the South East Region Australian sporting organisation value rating for each Internet marketing practice</b>	<b>Identifies the North East Region Australian sporting organisation value rating for each Internet marketing practice</b>	<b>Identifies the West Region Australian sporting organisation value rating for each Internet marketing practice</b>	<b>Identifies the region with a significant response</b>	<b>Identifies if the measure is significantly higher or lower than other regions</b>

The data was analysed using a simple analysis of variance (ANOVA). Interpretation of the data (ANOVA followed up by a Scheffe test to determine significance) provided for evaluation of measures to reveal significance. An alpha level of .05 was used as the basis for rejecting the null hypothesis for equal means. All mean value ratings were based on five point Likert Scale. Rating of 1 was Strongly Agree, 2 = Agree, 3 = Unsure, 4 = Disagree and 5 = Strongly Disagree.

**Table 4.15. Internet marketing practice and the relationship with Place****techniques (questions 1 – 9)** Key - ASO = Australian sporting organisation. ASOs = Australian sporting organisations.

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>1</i>	ASO number of years on the Internet since online debut	2.99	3.55	3.16	2.25	West	Lower
<i>2a</i>	Number of ASOs who use a strategic approach to Internet marketing	9	5	17	5	North East	Higher
<i>2b</i>	Number of ASOs who use a tactical approach to Internet marketing	13.3	13	8	19	North East	Lower
<i>3</i>	How many website pages on ASO website	79.9	48.9	92.2	98.7	South East	Lower
<i>4</i>	How many unique hits to ASO website / month	1956	2296	1710	1862	Not Significant	Not Significant
<i>5a</i>	ASO website type – Content	18	13	17	24	West	Higher
<i>5b</i>	ASO website type - Team /League	4	4	8	0	North East	Higher
<i>5c</i>	ASO website type - Commerce	.25	1	0	0	Not Significant	Not Significant
<i>6a</i>	ASOs with a Single sport website focus	21.67	17	25	23	Not Significant	Not Significant
<i>6b</i>	ASOs with a Multi Sport website focus	.67	1	0	1	Not Significant	Not Significant
<i>7</i>	# of ASO employees for its online division	1.46	1.5	1.7	1.2	North East	Higher
<i>8a</i>	Number of ASOs with Radio media presence	0	0	0	0	Not Significant	Not Significant
<i>8b</i>	Number of ASOs with a TV media pr.	0	0	0	0	Not Significant	Not Significant

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value. rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>8d</i>	Number of ASOs whose Media presence is complimented by Internet marketing	22.33	18	25	24	<i>Not Significant</i>	<i>Not Significant</i>
<i>8e</i>	Number of ASOs whose Media presence duplicated by Internet marketing	15.67	7	20	20	<i>South East</i>	<i>Lower</i>
<i>9a</i>	ASO ranking for the usefulness of its website for general information 1 best five - 5 least best	1.36	1.44	1.28	1.37	<i>Not Significant</i>	<i>Not Significant</i>
<i>9b</i>	ASOs ranking of the website as a revenue source 1 best five - 5 least best	2.76	2.55	3.24	2.5	<i>North East</i>	<i>Higher</i>
<i>9c</i>	ASOs' ranking of the website for brand awareness activities 1 best five - 5 least best	2.62	2.5	2.84	2.54	<i>Not Significant</i>	<i>Not Significant</i>
<i>9d</i>	ASOs ranking of its website for promotion of other media 1 best five - 5 least best	4.07	4.22	4	4	<i>Not Significant</i>	<i>Not Significant</i>
<i>9e</i>	ASOs ranking of its website to profiling an elite level player. 1 best five - 5 least best	4.17	4.27	3.68	4.58	<i>West</i>	<i>Higher</i>

A total of 20 questions were asked of respondents about Internet marketing practice and its relationship with the marketing mix element of Place. After analysis of the data using ANOVA and Scheffe 10 of the questions measured as statistically significant. The North East region revealed 5 statistically significant Internet marketing practices, the West region revealed 3 statistically significant Internet marketing practices and the South East region revealed 2 statistically significant Internet marketing practices. Internet marketing practices and their relationship with the marketing mix element of Promotion are identified in Table 4.16.

**Table 4.16. Internet marketing practice and the relationship with Promotion techniques (questions 10 - 30)**

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>10a</i>	ASO Revenue online Percent % generated by Subs	<i>28.61</i>	<i>25</i>	<i>5</i>	<i>55.83</i>	<i>West</i>	<i>Higher</i>
<i>10b</i>	ASO Revenue online Percent % Revenue generated by Sales	<i>8.96</i>	<i>2.2</i>	<i>5.4</i>	<i>10.3</i>	<i>West</i>	<i>Higher</i>
<i>10c</i>	ASO Revenue online Percent Revenue % generated by Advertising	<i>1.46</i>	<i>3.5</i>	<i>.40</i>	<i>.50</i>	<i>South East</i>	<i>Higher</i>
<i>10d</i>	ASO Revenue online Revenue% Spons.	<i>31.66</i>	<i>12.1</i>	<i>58.6</i>	<i>24.30</i>	<i>North East</i>	<i>Higher</i>

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>10e</i>	ASO Revenue online Revenue generated by Other methods of revenue generation	2.23	0	6.2	5	South East	Lower
<i>11a</i>	Ranked importance of Subs (1 year from now) 1 best – 5 least best	2.69	3.22	3.28	1.58	West	Lower
<i>11b</i>	Ranked importance of Sales (1 year from now)	2.58	2.38	2.96	2.42	Not Significant	Not Significant
<i>11c</i>	Ranked importance of Advertising (1 year from now)	3.34	3.27	3.48	3.29	Not Significant	Not Significant
<i>11d</i>	Ranked importance of Sponsorship (1 year from now)	1.70	1.11	1.12	2.87	West	Higher
<i>11e</i>	Ranked importance of Other (1 year from now)	4.66	5	4.16	4.83	Not Significant	Not Significant
<i>12a</i>	Ranked importance Subs (3 years from now) 1 best - 5 least best	2.64	3.20	3.24	1.5	West	Lower

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>12b</i>	Ranked importance Sales (3 years from now)	<i>2.61</i>	<i>2.55</i>	<i>2.96</i>	<i>2.33</i>	<i>North East</i>	<i>Higher</i>
<i>12c</i>	Ranked importance Advertising (3 years from now)	<i>3.20</i>	<i>3.16</i>	<i>3.16</i>	<i>3.29</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>12d</i>	Ranked importance Sponsorship (3 years from now)	<i>1.83</i>	<i>1.11</i>	<i>1.52</i>	<i>2.87</i>	<i>West</i>	<i>Higher</i>
<i>12e</i>	Ranked importance Other (3 years from now)	<i>4.72</i>	<i>5</i>	<i>4.16</i>	<i>5</i>	<i>North East</i>	<i>Lower</i>
<i>13a</i>	Pricing models. Costs / thousand	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>13b</i>	Number of ASOs who use the Click through pricing model	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>13c</i>	Number of ASOs who use the Costs / Lead pricing model	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>13d</i>	Number of ASOs who use the Flat fee pricing model	<i>15.33</i>	<i>18</i>	<i>22</i>	<i>6</i>	<i>West</i>	<i>Lower</i>
<i>13e</i>	Number of ASOs who use other Pricing models	<i>7</i>	<i>0</i>	<i>3</i>	<i>18</i>	<i>West</i>	<i>Higher</i>
<i>14a</i>	ASOs who have a Subscription fee for website use	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>Not Significant</i>	<i>Not Significant</i>



<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>14b</i>	ASOs who do not have a Subscription fee for website use	22.3	18	25	24	<i>Not Significant</i>	<i>Not Significant</i>
<i>15</i>	ASO total subscribers to the fee based area of your site? Number of current subscribers	0	0	0	0	<i>Not Significant</i>	<i>Not Significant</i>
<i>16a</i>	ASOs that have charged a fee for use of any or all of a website.	0	0	0	0	<i>Not Significant</i>	<i>Not Significant</i>
<i>16b</i>	ASOs that have never charged a fee for any parts or all of a website	22.3	18	25	24	<i>Not Significant</i>	<i>Not Significant</i>
<i>17a</i>	Number of ASOs that plan to charge subscription fees in the future	3	0	9	0	<i>North East</i>	<i>Higher</i>
<i>17b</i>	Number of ASOs that do not plan to charge subscription fees in the future	19.3	18	16	24	<i>North East</i>	<i>Lower</i>
<i>18a</i>	Number of ASOs that offer Fantasy sport for public consumption	4.67	12	1	1	<i>South East</i>	<i>Higher</i>
<i>18b</i>	Number of ASOs that do not offer Fantasy sport	17.6	6	24	23	<i>South East</i>	<i>Lower</i>

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>19a</i>	Number of ASOs that have offered Fantasy sport for more than 3 years	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>19b</i>	Number of ASOs that have not offered Fantasy sport for more than 3 years	<i>22.3</i>	<i>18</i>	<i>25</i>	<i>24</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>20a</i>	Number of ASOs that plan to offer fantasy sport one year from now	<i>5.67</i>	<i>12</i>	<i>4</i>	<i>1</i>	<i>South East</i>	<i>Higher</i>
<i>20b</i>	Number of ASOs that do not plan to offer fantasy sport one year from now	<i>16.6</i>	<i>6</i>	<i>21</i>	<i>23</i>	<i>South East</i>	<i>Lower</i>
<i>21a</i>	Number of ASOs that charge a fee for fantasy sport	<i>4</i>	<i>10</i>	<i>1</i>	<i>1</i>	<i>South East</i>	<i>Higher</i>
<i>21b</i>	Number of ASOs that do not charge a fee for fantasy sport	<i>18.3</i>	<i>8</i>	<i>24</i>	<i>23</i>	<i>South East</i>	<i>Lower</i>
<i>22a</i>	Number of ASOs that plan to offer fantasy sport three years from now	<i>5.3</i>	<i>14</i>	<i>2</i>	<i>5</i>	<i>South East</i>	<i>Higher</i>
<i>22b</i>	Number of ASOs that do not plan to charge a fantasy sport three years from now	<i>19</i>	<i>4</i>	<i>23</i>	<i>19</i>	<i>South East</i>	<i>Lower</i>

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
23a	Number of ASOs that offer merchandise for sale online	7	7	11	3	West	Lower
23b	Number of ASOs that do not offer merchandise for sale online	15	11	14	21	North East	Lower
24a	Number of ASOs that process transactions online	1.33	0	1	3	Not Significant	Not Significant
24b	Number of ASOs that do not process transactions online	21	18	24	21	Not Significant	Not Significant
25a	Number of ASOs that have offered merchandise for sale online for more than 3 year	2.3	1	6	0	North East	Higher
25b	Number of ASOs that have not offered merchandise for sale online for more than 3 years	20	17	19	24	Not Significant	Not Significant
26a	Number of ASOs that plan to offer merchandise for sale online one year from now	9.67	15	8	6	South East	Higher
26b	Number of ASOs that do not plan to offer merchandise for sale online one year from now	13	3	17	19	South East	Lower
27a	Number of ASOS sell tickets online	.67	0	2	0	Not Significant	Not Significant

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>27b</i>	Number of ASOs that do not sell tickets online	<i>21.6</i>	<i>18</i>	<i>23</i>	<i>24</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>28a</i>	Number of ASOs that have sold tickets to events online in the past three years	<i>2.67</i>	<i>0</i>	<i>1</i>	<i>7</i>	<i>West</i>	<i>Higher</i>
<i>28b</i>	Number of ASOs that have not sold tickets to events online in the past three years	<i>19.67</i>	<i>18</i>	<i>24</i>	<i>17</i>	<i>North East</i>	<i>Higher</i>
<i>29a</i>	Number of ASOs that plan to sell tickets online to events one year from now	<i>7.3</i>	<i>3</i>	<i>12</i>	<i>7</i>	<i>North East</i>	<i>Higher</i>
<i>29b</i>	Number of ASOs that do not plan to sell tickets online to events one year from now	<i>15</i>	<i>15</i>	<i>13</i>	<i>17</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>30a</i>	ASO ranking of the most used/least used media venture. (Leveraging of all other media) (1 most used – 7 least used)	<i>4.35</i>	<i>4.22</i>	<i>4.76</i>	<i>4.08</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>30b</i>	ASO ranking of the most used/least used media venture. Online ad purchase	<i>4.56</i>	<i>4.83</i>	<i>4.68</i>	<i>4.16</i>	<i>West</i>	<i>Lower</i>

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
30c	ASO ranking of the most used/least used media venture. Print Ad purchase	1.06	1.11	1.04	1.5	Not Significant	Not Significant
30d	ASO ranking of the most used/least used media venture. TV Ad purchase	2.88	2.5	2.6	3.54	West	Higher
30e	ASO ranking of the most used/least used media venture. Radio Ad purchase	2.74	2.77	2.56	2.91	Not Significant	Not Significant
30f	ASO ranking of the most used/least used media venture. Search engine placement	6.36	6.83	6.56	5.71	West	Lower
30g	ASO Ranking of Other media ventures	5.86	5.72	5.8	6.08	Not Significant	Not Significant

A total of 58 questions were asked of respondents about Internet marketing practice and its relationship with the marketing mix element of Promotion. After analysis of the data using ANOVA and Scheffe 34 of the questions measured as statistically significant. The North East region revealed 9 statistically significant Internet marketing practices, the West region revealed 13 statistically significant Internet marketing practices and the South East region revealed 12 statistically significant Internet marketing practices.

Internet marketing practices and their relationship with the marketing mix element of Price are identified in Table 4.17.

**Table 4.17. Internet marketing practice and the relationship with Price techniques (questions 31 – 34)**

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
31	ASO Costs / annum (in dollars) to resource only the website	9074	17222	9440	2583	South East	Higher
32a	Belief that ASO website costs - will increase	14.67	18	21	5	West	Lower
32b	Belief that ASO website costs - will stay same	0	0	0	0	Not Significant	Not Significant
32c	Belief that ASO website costs - will decrease	7.67	0	4	19	West	Higher
33	ASO Revenue / annum (in dollars) generated using website	6529	3666	10840	4187	North East	Higher
34	ASO budget (in a financial year in dollars) for only the website	4600	5950	5036	2816	Not Significant	Not Significant

A total of 6 questions were asked of respondents about Internet marketing practice and its relationship with the marketing mix element of Price. After analysis of the data using ANOVA and Scheffe, 4 of the questions measured as statistically significant. The North East region revealed 1 statistically significant Internet marketing practice, the West region revealed 2 statistically significant Internet marketing practices and the South East region revealed 1 statistically significant Internet marketing practice. Internet marketing practices and their relationship with the marketing mix element of Profit are identified in Table 4.18.

**Table 4.18. Internet marketing practice and the relationship with Profit techniques****(questions 35 – 41)**

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>35a</i>	Number of ASOs whose Internet marketing costs does exceed revenue	<i>8.67</i>	<i>17</i>	<i>5</i>	<i>4</i>	<i>South East</i>	<i>Higher</i>
<i>35b</i>	Number of ASOs whose Internet marketing costs do not exceed revenue	<i>13.67</i>	<i>1</i>	<i>20</i>	<i>20</i>	<i>South East</i>	<i>Lower</i>
<i>36a</i>	Number of ASOs who stated that Internet marketing profitability is a goal of their ASO	<i>20</i>	<i>18</i>	<i>22</i>	<i>20</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>36b</i>	Number of ASOs who stated that Internet marketing profitability is not a goal of their ASO	<i>2.33</i>	<i>0</i>	<i>3</i>	<i>4</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>37a</i>	Number of ASOs who responded saying they believe their Internet marketing will be profitable one year from now	<i>21</i>	<i>18</i>	<i>24</i>	<i>21</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>37b</i>	Number of ASOs who responded saying their Internet marketing will not be profitable one year from now	<i>1.33</i>	<i>0</i>	<i>1</i>	<i>3</i>	<i>Not Significant</i>	<i>Not Significant</i>

<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>38a</i>	Number of ASOs who responded saying they believe Internet marketing will be profitable three years from now	<i>21.67</i>	<i>18</i>	<i>24</i>	<i>23</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>38b</i>	Number of ASOs who responded saying they do not believe Internet marketing will be profitable three years from now	<i>.67</i>	<i>0</i>	<i>1</i>	<i>1</i>	<i>Not Significant</i>	<i>Not Significant</i>
<i>39a</i>	Number of ASOs that believe that other ASOs are profiting from Internet marketing	<i>12.33</i>	<i>5</i>	<i>20</i>	<i>12</i>	<i>North East</i>	<i>Higher</i>
<i>39b</i>	Number of ASOs that believe that other ASOs are not profiting from Internet marketing	<i>10</i>	<i>13</i>	<i>5</i>	<i>12</i>	<i>North East</i>	<i>Lower</i>
<i>40a</i>	Number of ASOs that will conduct gambling on its website in the future	<i>12.33</i>	<i>17</i>	<i>10</i>	<i>10</i>	<i>South East</i>	<i>Higher</i>
<i>40b</i>	Number of ASOs that will not conduct gambling on its website	<i>10</i>	<i>1</i>	<i>15</i>	<i>14</i>	<i>South East</i>	<i>Lower</i>
<i>41a</i>	Number of ASOs that believe other ASOs will conduct online gambling in the future	<i>21</i>	<i>18</i>	<i>23</i>	<i>22</i>	<i>Not Significant</i>	<i>Not Significant</i>



<i>Q.</i>	<i>Topic</i>	<i>Nat. wide value of Internet marketing practice</i>	<i>South East value rating of Internet marketing practice</i>	<i>North East value rating of Internet marketing practice</i>	<i>West value rating of Internet marketing practice</i>	<i>Region identified to have a significant response in comparison to the other regions</i>	<i>Significantly Higher or Lower</i>
<i>41b</i>	Number of ASOs that believe that other ASOs will not conduct online gambling in the future	<i>1.33</i>	<i>0</i>	<i>2</i>	<i>2</i>	<i>Not Significant</i>	<i>Not Significant</i>

A total of 14 questions were asked of respondents about Internet marketing practice and its relationship with the marketing mix element of Profit. After analysis of the data using ANOVA and Scheffe, 6 of the questions measured as statistically significant. The North East region revealed 2 statistically significant Internet marketing practices, the West region revealed 0 statistically significant Internet marketing practices and the South East region revealed 4 statistically significant Internet marketing practices.

Statistically significant differences between regions were documented for 54 (Table 4.19) of the 98 Internet marketing practices listed previously in the Tables 4.15, 4.16, 4.17 and 4.18.

**Table 4.19. Summary of statistically significant Internet marketing practices according to geographic region**

	South East	North East	West	Total
Place	2	5	3	10
Promotion	12	9	13	34
Price	1	1	2	4
Profit	4	2	0	6
Total	19	13	18	54

Of the 46 Internet marketing practices that measured as significant ten were in Place, twenty six were in Promotion, four were in Price and six were in Profit. The South East region recorded eleven significant Internet marketing practices: two were place, four were promotion, one was price and four were Profit related Internet marketing practices. The North East region recorded seventeen significant Internet marketing practices: five were Place, nine were Promotion, one was Price and two were a Profit related Internet marketing practices. The West region had eighteen significant Internet marketing practices: three were Place, thirteen were promotion and two were price related. Significant variables in the South East region, North East region and the West region are discussed in turn.

South East region data compared to the other regions identified eleven significant Internet marketing practices. Internet marketing practices that were significantly higher than the other regions of the study were:

- advertising revenue generated on the Internet in comparison to the other regions;
- likelihood to offer merchandise sales online one year from now;
- costs to resource the website (only) than other regions;
- costs are more than the revenue the Australian sporting organisation receives from Internet marketing in comparison to other regions; and
- likelihood to conduct fantasy sport on its website than other regions in the future.

Internet marketing practices that measured as significantly lower than the other regions of the study are:

- number of website pages than other regions;
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- duplication of their media presence using Internet marketing in comparison to other regions;
- revenue generated using 'other' methods of revenue generation in comparison to other regions;
- number of South East region Australian sporting organisations (ASOs) plan to not offer merchandise sales one year from now;
- revenue than the costs from Internet marketing in comparison to other regions; and
- number of South East Region ASOs to conduct fantasy sport than the other regions.

North East region data compared to the other regions identified seventeen significant practices. Internet marketing practices that were significantly higher than other regions were:

- use of a strategic approach to Internet marketing;
- use of a team/league website type;
- number of people to facilitate their online division;
- ranking of their website as a more important revenue source than other methods;
- use of online sponsorship to generate revenue;
- ranked importance of online sales three years from now;
- likelihood to charge subscriptions fees to its customers for website access more than other regions in the future;
- offer of merchandise for sale online longer than the other region (three years or more);

- avoidance of selling tickets to sporting events online in the past three years than other regions;
- likelihood to sell tickets to sporting events one “year from now” more than the other regions;
- generation of revenue online than other regions; and
- a belief that other Australian sporting organisations are profiting from Internet marketing.

Internet marketing practices that measured as statistically significantly lower than other regions of the study were:

- use of a tactical approach to Internet marketing;
- likelihood to rank subs, sales, advertising and sponsorship as more important three years from now;
- likelihood to charge subscription fees for access to its Internet site in the future;
- likelihood to not offer merchandise for sale online; and
- belief that other Australian sporting organisations are benefiting from an online presence.

West region data compared to the other regions identified eighteen significant practices. Internet marketing practices that were significantly higher than other regions of the study were:

- content website type than other regions;
  - use of the website to profile an elite level athlete;
  - revenue generation from online subscription fees;
  - revenue generation from online sales;
-

- ranking of the importance of revenue generation through sponsorship online one year from now;
- ranking of the importance of revenue generation through sponsorship online three years from now;
- online ticket sales to sporting events in the last three years than other regions;
- purchase of television advertisements to leverage their marketability via the Internet more than other regions;
- belief that website costs will decrease; and
- use of other online pricing models.

Internet marketing practices that were significantly lower than other regions were:

- years online. The West region websites are the youngest;
- likelihood to rank subscriptions as the least importance revenue source one year from now;
- likelihood to rank subscriptions as the least importance revenue source three years from now;
- use of flat fee pricing models than other regions;
- selling of merchandise online than other regions;
- use of online advertisement purchase media venture than other regions;
- use of search engine placement media venture than other regions; and
- belief that their website costs will increase.

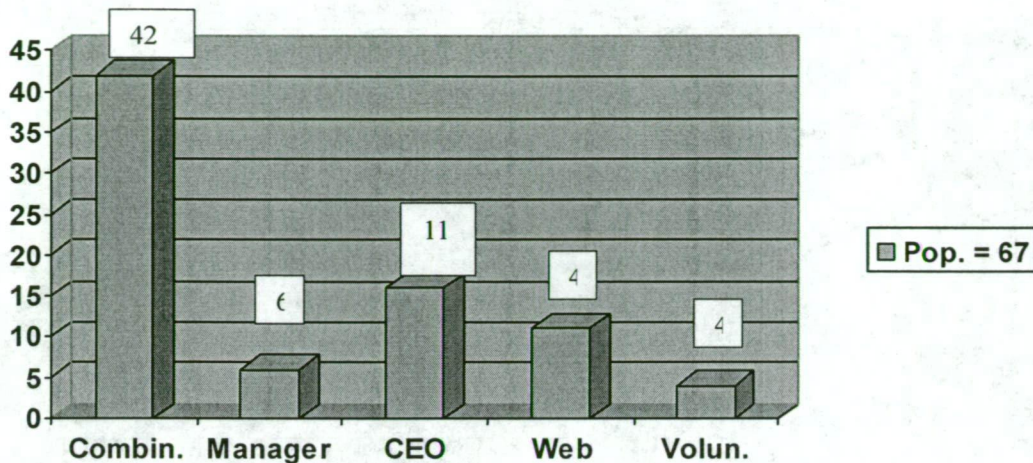
The statistics derived from this research did not hinge on assumptions about the distribution of the data. Thus, consideration was given to the outliers of the questionnaire and the sample because outliers may distort findings if not structured correctly or are un-

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representative of the sample (Malhotra et al., 1996). Data value was based on the premise that problems can be solved through objective and thorough analysis and description (Mosteller & Tukey, 1977; Thomas & Nelson, 1996, 2001; Witmer, 1992). No data was automatically trimmed. The selected sample was critical for the analysis because it represented the broader groups of the population under examination.

#### **4.6 Post Hoc Analysis C**

Post hoc analysis C identifies the types of jobs (by job title) within the Australian sporting organisations' as related to its online presence. The data revealed a significant number of employees have a combination of tasks (including facilitation of the online presence of the sporting organisation) making their job's title difficult to ascertain. Only a small number of respondents' indicated they worked with the online presence only. The employees were predominantly paid staff members and were employed in a range of diverse portfolios (Figure 4.6).

**Figure 4.6. Employees role in Australian sporting organisations.****Key**

- Combin. = combination role that includes Internet marketing and other duties  
 Manager = Section/ Department manager that includes Internet marketing duties  
 CEO = Chief Executive Officer  
 Web = Web master. Works with the online presence only  
 Volun. = Volunteer. Works with sporting organisation voluntarily to assist with various duties including the online presence.  
 Pop. = Population of the study

A total of 42 employees (62.7%) worked in combinations of public relations, marketing, media relations, or advertising and promotion arms of their organisation. Job titles and the job description of these employees were varied. These people worked extensively (greater than 30% of their time) with Internet marketing.

Six (8.95%) listed their occupations as a Manager with involvement in Internet marketing, and 11 (16.55%) indicated they were the Chief Executive Officer for their organisation. Four (5.9%) described themselves as the Webmaster. These people had no other role in their sporting organisation. Four (5.9%) respondents listed their role in the Australian sporting organisation as volunteer. Managers, CEO's, Web Master's and Volunteers indicated they have a limited involvement (less than 5 hours in a week) with their organisations' Internet marketing.

Discussion about the study and recommendations for future research are presented in Chapter 5.



## CHAPTER 5

### DISCUSSION and FUTURE RESEARCH

#### 5.1 Introduction

In the previous chapter the study's findings were presented. The chapter, first, considers each of the three research questions (presented in Chapter 1) in sequence. The data from the study, as presented in Chapter 4, are discussed in relation to the literature reviewed in Chapter 2 and are linked to each research question. The chapter links the findings for each section to consider if past studies of Internet marketing have been supported, clarified, confirmed, challenged or extended. In broad terms, the findings of this study have extended the what-we-know of pooled interdependent Australian sporting organisation use of Internet marketing and this is mainly due to the few extant studies addressing this particular topic rather than a vigorous and extensive research literature. In some instances, unique Internet marketing information that is not identified in the literature is suggested. In other instances, the literature has been supported by this study's findings. Overall however, because of the maturity of the research literature, few findings from past research have been challenged by this study. The penultimate section, 'Suggestions for Future Research', offers a number of useful research studies that could build upon this study, thus extending this study's reach into revealing further information into the impact of Internet marketing in pooled interdependent Australian sporting organisations.

This chapter has 8 sections. Following the Introduction (5.1), each of the three research questions are discussed. Section 5.2 (Research Question 1) presents and analyses the data that identifies Internet marketing fiscal performance between the regions used in

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this study. Discussion focuses on identifying each of the region's fiscal performances using Internet marketing (in particular, the fiscal performance of the South East region). In Section 5.3 the salient Internet marketing practices that contribute to achieving greater revenue than costs in pooled interdependent Australian sporting organisations are detailed. Section 5.4 presents Research Question 3; in this section data suggesting a preference for a tactical approach to Internet marketing over a strategic approach are presented. Section 5.5 discusses the unique marketing mix (i.e., Place, Promotion Price and Profit), which was used as a structural feature for this study. The mix is described within five sub- sections. Sub-section 5.5.1 outlines the rationale for the use of the marketing mix used in this study, 5.5.2. discusses Place, 5.5.3. discusses Promotion, and 5.5.4. discusses Price and Profit. Sub-section 5.5.5 offers closing comment about the marketing mix used in the study. Section 5.6 is titled Broader Issues and has four sub-sections including the following: Sub-section 5.6.1 is an evaluation of Australian sporting organisations employees' rank order of the marketing mix. Sub-section 5.6.2 considers the job roles in Australian sporting organisations. In considering job roles in Australian sporting organisations two recommendations on how to maximise Internet marketing practice are provided. Sub-section 5.6.3 offers suggestions about how Australian sporting organisations can build their reputation to promote revenue generation opportunities. Sub-section 5.6.4 discusses future Internet marketing in Australian sporting organisations with discussion directed toward change in Internet marketing due to the dynamic nature of Internet technologies. Section 5.7 proposes six suggestions for future research. The thesis summary (Section 5.8) concludes Chapter 5.

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## 5.2 Research Question 1

*Are Australian sporting organisations' Internet marketing revenue greater than Australian sporting organisation Internet marketing costs?*

Four major findings emerge to address the first research question and in summary form, they suggest that:

- (i) South East region Australian sporting organisations' Internet marketing costs exceed revenue.
- (ii) North East region Australian sporting organisations' Internet marketing revenue exceed costs.
- (iii) West region Australian sporting organisations' Internet marketing revenue exceed costs.
- (iv) Nationwide (the total 67 Australian sporting organisations), Internet marketing costs exceed revenue.

The next section considers each of these findings in turn and relates the findings to the extant literature reviewed in Chapter 2.

### **5.2.1 South East Region Australian Sporting Organisations' Internet Marketing Costs Exceeds Revenue**

The financial loss described by the South East region was the most notable difference in relation to data for Australian sporting organisations' Internet marketing revenue and costs. The data showed an investment of resources was being made by South East region sporting organisations into the development and offering of Fantasy Sport (for public

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consumption). Chrisman, Bauerschmidt and Hofer (1999) suggest new business ventures within an organisation come with financial risk and are usually undertaken by organisations knowing that financial losses could result in the short term (less than three years). Other literature (Montague, 1995; Mooradian, Keane & Schoenfeld, 1998; Mougayer, 1998; Novak & Hoffman, 2001; Raisch, 2001) suggests that new Internet based marketing ventures usually incur greater costs than revenue for a period of up to five years since initial offering. Although the data from this study does not identify the actual financial cost figures and the relationship with time invested with Fantasy Sport, it is suggested – at least from these data – that new adopters to Internet marketing business ventures take a more detached and strategic approach to this particular supposed opportunity.

Fantasy Sport in pooled interdependent Australian sporting organisations appears to be offered most frequently by the South East region's Australian sporting organisations. The reasons for this particular focus are not clear from the available data. However, some insight into the phenomenon may be taken from the literature that suggests managerial decision makers will undertake high-financial-risk online ventures when close proximity competitors are perceived to be obtaining a business advantage (see for example, Mohammed, Fisher, Jaworski & Cahill, 2002). South East region respondents were in closer geographic proximity to each other than were respondents of the other two regions in this study. It is possible therefore that a level of pressure on decision makers (to proceed with this unique online activity) may be present. It can be seen from the data that little is known in detail about the relationship between Fantasy Sport costs, close proximity competition and striving for a competitive business

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advantage. Therefore, these data suggest that South East region sporting organisations must explore the procedures and strategies used successfully by sporting organisations (i.e., that profit from Fantasy Sport) prior to them implementing marketing innovations online.

### **5.2.2 North East Region Australian Sporting Organisations' Internet Marketing Revenue Exceeds Costs, and**

### **5.2.3 West Region Australian Sporting Organisations' Internet Marketing Revenue Exceeds Costs.**

The North East and West region respondents reported Internet marketing revenue was greater than its costs. To identify why per annum profit was achieved (North East AUD \$1400; West Region AUD \$1604), an examination of the Internet practices between the profit producing regions was undertaken. The data revealed some similarities including, customer subscriptions fees for access to information within a website and revenue from online sponsorships (e.g., advertising). These were practices used extensively by the North East and West Regions and these practices are consistent with the literature addressing profitable marketing practice through a mix of revenue generators.

Cunningham (2000), Dann and Dann (2001) and Mohammed et al., (2002) suggest there is a profitable fiscal connection between greater revenue than costs when utilising online subscription fees in combination with online sponsorships. While the particular reason for why this practice occurs mostly in the North East and West regions is not clear from these data, the data do suggest that all sporting organisations should intermix

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complementary online activities as it is likely to produce a competitive advantage for that organisation.

The North East and West regions' media presence was complemented via their website. The literature (Duncan & Campbell, 1999; Van Beveren, 2002) suggests that an Internet marketing presence combined with a media presence provides low cost promotional opportunities for a business organisation that can help to promote customer loyalty and the long term financial sustainability of the organisation. The data show that while the North East and the West have offered Fantasy Sport for less than three years, it appears this offering by these two respondents has had minimal fiscal impact on the overall profitability in that time frame.

Other Internet practices identified in the profitable North East and West regions according to this study were: (1) the sporting organisations in these regions reported a more strategic focus in their approach to Internet marketing, (2) there appeared to be a link between being able to use more people to facilitate the online division of the sporting organisation and the generation of greater revenue, which outweighed the costs, (3) there was a relationship between final profitability and the use of their website used as an information source (usually in conjunction with other product and services), (4) larger websites (greater than 50) were used, and (5) those sporting organisations that spent less than \$10,000 per annum on Internet marketing produced higher revenue than costs.

Although the literature (see, O'Guinn, Allen & Semenik, 2000; Reichheld & Scheffer, 2000; Standifird, 2001) offer support to these practices as contributors to greater revenue than cost in an online presence, it is suggested that these techniques are more suited to an Internet marketing presence in the first 36 months of existence (Brännback, 1997;

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Coenen, Swinnen & Van Hoof, 2002; Etzioni & Perkowitz, 1997; Haggerty 1998; McBride, 1997). As such, it is recommended that if a sporting organisation wants to grow its online business a strategically driven augmentation of the practices as noted above should occur.

#### **5.2.4 Nationwide, the Internet Marketing Costs Exceeds Revenue**

Nationwide, the costs of Internet marketing were greater than the earned revenue. This finding was interesting in the context of a majority of the regions in this study (North East and West), which indicated greater revenue than cost. However, an examination of the data from the South East region's respondents identified significant costs (in relation to revenue), which significantly has negatively impacted the nationwide mean value of the costs and revenue data.

Although the literature search did not reveal any published research studies which associated figures of revenue versus costs associated with pooled interdependent Australian sporting organisations and their relationship with Internet marketing, other literature does offer some understanding of why unprofitable Internet marketing practice in business organisations may occur. Dussart (2000), Haggerty (1998), Johns (1997) and Soutaris and Cohen (2003) suggested a lack of understanding of the determinants of performance in Internet-trading ventures as related to a business organisation is the principal ingredient in ineffective business ventures. As such, achieving pre-determined goals should be the basic focus of pooled interdependent Australian sporting organisations' Internet business. The data suggest that organisations should maintain an on-going process of reviewing organisational Internet marketing and website goals, in

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tandem with an application of current practice and understanding – on the basis of evidence – to ensure a sustainable online presence. The data, while tentative on this matter, suggest Internet marketing practitioners in the North East and West regions may have a better understanding of the nature of their Internet marketing practice as they were able to produce a profit. In an effort to produce greater profit from future Internet marketing practice the suggestion here is for Australian sporting organisations to develop a combination of marketing practices, e.g., using different media such as print media and television and interfacing them with the online presence to leverage the main overall marketing effort. The literature suggest that complementary marketing is a practice used by successful organisations; and the reason for this is that the reach of an organisation's marketing arm is increased significantly (Chrisman, Bauerschmidt & Hofer, 1999; Dutta & Segev, 1999; Eay, 1973; Gertz & Baptista, 1995; Jobber, 1995; Kahle & Meeske, 1999; Porter, 2001; Mohammed et al., 2002; Underwood, Bond & Baer, 2001; Van Beveren, 2002). However, the data here indicated that leveraging of other media is combined with online marketing but – at the time of this study – was not practised widely. It is suggested from these data, therefore, that Australian sporting organisations examine ways to cast a wider net for customers by utilising complementary marketing techniques.

The literature offers other considerations about complementary marketing practices that could be undertaken to maximise consumer reach. These include: (1) concurrent promotion of products that co-exist on a website, television and with printed communications, (2) direct marketing to consumers that incorporate upstream and downstream hyperlinks to specified web pages (e.g., for sponsors), and (3) offer

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synergistic access to goods and services using all forms of available other media.

However, there is a warning for Australian sporting organisations about relying entirely on the successful practices of others. The literature (Agrawal, Arjona & Lemmens, 2001; May, 2000; Porter, 2001; Soutaris & Cohen, 2003; Turban, 2000; Underwood, Bond & Baer, 2001; Van Beveren, 2002) suggest organisations should not rely entirely on what may currently be successful contemporary practice and expect those practices to work in the future. The rapid changes that occur in advertising methods, particularly due to the influence of information technologies, requires constant monitoring so a re-integration of new technologies into marketing design (to assist in maximising marketing opportunities to consumers) can be achieved.

Respondents in this study rated tactical Internet marketing as the preferred Internet marketing practice over strategic Internet marketing. This finding is somewhat surprising as it does not fit with the literature. Rather, many authors (see for example, Amit & Zott, 2000; Etzioni & Perkowitz, 1997; Haggerty, 1998; Johns, 1998; Pope & Forrest, 1997) do not support a tactical marketing approach but they instead recommend a coordinated and strategic management of Internet marketing to attract customers. Dewan, Jing and Seidmann (2000), Dutta and Segev (1999) and Peet (2000) argued that discovering how to reach and keep the customer base and how to act on those discoveries, instead of acting on assumptions about consumer behaviour related to an online presence, is vital for the long term sustainability of a business organisation. Low and Mc Millan (1998) and Porter (2001) argued that it was crucial, before any Internet marketing venture is undertaken, that an organisation find out how Internet marketing will generate revenue and how much it will cost (prior to launching a website). These

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'messages' from the literature do not appear to be heard and followed by the respondents in this study. To promote strategic management systems in Australian sporting organisations, it is suggested that the literature be consulted as a first step to determine the desired Internet marketing functions.

As part of a strategic approach to launching a website it is suggested, on the basis of these data, that multi-level project teams (i.e., comprised of senior, lower and front line managers) be established by the new adopters of Internet marketing to identify the vision and mission of the online presence prior to going online. Porter (2001) suggested that businesses should explore the maturation relationship expectations between website presence and customer acquisition of goods and services (with the aim of profit in the long term). Data from this study point toward no mature relationship existing between the Internet marketing expectations of Australian sporting organisations and the online purchasing behaviour of their customers. Respondents indicated there was a perceived lack of trust of the Internet by 'important others' and this lack of trust negatively impacts upon the customer when determining whether or not to make an Internet based purchase of a good or service. It is suggested that investigating the relationships between: (i) advancements of Internet technologies (the Internet offers Australian sporting organisations many opportunities to implement new business models), (ii) the website (identifying the website components and understanding their role as inputs in the online customer's decision-making process are a first step in developing and delivering an attractive online presence likely to have the maximum impact on Internet users), and (iii) the customer, will help to build a greater trust in the customer for when they seek to purchase goods or services online.

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As the WWW serves as an interface with customers, Brassington and Pettitt (2000) and Gertz and Baptista (1995) argued that business organisations should determine the criteria that underpin goals from an online presence before an organisation goes online. They argued this predetermination of identified goals enhances the opportunity for gaining an edge over competitors. This data here suggests that Australian sporting organisation Internet marketing is a more tactical and ad hoc pursuit rather than a strategically planned activity. It is assumed therefore that an examination of the underpinning criteria prior to Internet marketing goal setting may not exist in the preliminary stages of Internet marketing practice for some respondents in the study. It is suggested, therefore, that a comprehensive and coherent set of criteria are developed including: (i) the website's perceived business function; (ii) the sporting organisations' Internet marketing credibility in the consumer landscape; (iii) the contents reliability and security; (iv) website attractiveness; and (v) the systematic structure of the website so that sporting organisations, can construct an online presence that may promote a sustainable future over the long term and do so through a profitable website.

Pooled interdependent Australian sport organisations must consider a more strategic approach to their Internet marketing practices. As an initial step the development of defined and quantifiable objectives for the Internet marketing presence is suggested. The result, even of this small step, will likely be a long term sustainability enhanced by profitable Internet marketing practices.

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### 5.3 Research Question 2

*Do Australian sporting organisations' Internet marketing costs for a financial year significantly exceed budget allocation in that same financial year?*

Four findings emerged from this study which address research question 2. They were: (1) South East region Australian sporting organisations' Internet marketing costs exceeded the amount budgeted for Internet marketing, (2) North East region Australian sporting organisations' Internet marketing costs exceeded the amount budgeted, (3) West region Australian sporting organisations' Internet marketing costs did not exceed the amount budgeted for Internet marketing. This finding was unique in that it was the only region in this study where costs of Internet marketing were less than the amount budgeted for this item, and (4) Nationwide Internet marketing costs exceed the amount budgeted.

#### South East and North East Respondent's Under-Budget for Internet Marketing

The South East and North East Region's respondents indicated they under-budgeted for Internet marketing (North East region AUD \$4404, South East region AUD \$11,272).

Although under-budgeting for Internet marketing ventures may not be a new experience in Australian sporting organisations an understanding of how it weakens an organisation, in all likelihood, would be. Leebaert (1998), Peet (2000), Sterne (1995), Timmers (2000) and Turban (2000) have argued that under-budgeting weakens competitive advantage opportunities. Furthermore, under-budgeting implies a lack of employee expertise, and with a lack of expertise comes reduced organisational reputation and image in the eyes of

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the stakeholders. Therefore, Australian sporting organisations need to make every effort to understand the pitfalls associated with poor budget skills. Dess and Picken (2000), Hirons (2002a), Leebaert (1998), Peet (2000), Rajput (2000), Timmers (2000), Turban (2000) and Van Heerden (1998) offer some useful reasons for the causes of Internet marketing budgeting shortfalls and these include: (1) a propensity for fiscal risk taking within the organisation without understanding the volatility and dynamics of Internet marketing, (2) under-estimating the entrepreneurialism required of this form of marketing, and (3) not understanding marketing capacity as related to complementary Internet marketing practices through using other media forms and the lack of requisite technical skills knowledge to successfully market via the Internet.

The data do not identify specifically the reasons why under-budgeting has occurred in the South East and North East regions but they did suggest that Australian sporting organisations that prefer a tactical approach to Internet marketing also under-budget. The literature (Dess & Picken, 2000; Horner-Long & Schoenberg, 2002; Kanter, 1999; Park & Campbell, 2001; Shank, 1999) suggest 'arbitrary budget allocation' as being the foremost cause of under-budgeting in business organisations undertaking online ventures. Therefore, it is suggested that pooled interdependent Australian sporting organisations avoid decision making that might include arbitrary allocation of funds for Internet marketing. The decision making process regarding budgets needs to be conducted in consultation with key stakeholders and not in-isolation from other key members of the organisation. The research of Brännback (1997), Haggerty (1997), Hirons (2002a), Sterne (1995) and Sweeney Research (2002) suggest in-isolation budgeting within an organisation erodes long term strategic planning opportunities when decisions

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are made without input from other sources. In-isolation budgeting may also cause other negative business phenomenon to occur such as poor long term planning, weaknesses in project management outputs and outcomes, and underestimating the impact of internal and external market forces. It is possible that solutions for the complex nature of sources relating to under-budgeting alliances in sporting organisations can be found in the literature concerned with in-isolation practise. A linkage of what we know about from the literature (i.e., the theory of Internet marketing practice especially as it relates to budgeting with consideration of successful practice) may promote the opportunity for an Australian sporting organisations Internet presence to flourish.

### West Region

The data shown in Chapter 4 indicated that the West region respondents of this study spent less money on its Internet presence than budgeted (whilst being able to achieve a profit).

The data show 17 Internet marketing actions that seem to have contributed to achieving this result. It is suggested these 17 (in the context of budgeting practice) are the most salient of this study as they are statistically significant indicators of sound Internet marketing. The West region of the study was the only region to achieve greater revenue than costs under its allocated annual budget.

The 17 actions were:

- the use of a Content website type;
  - to profile elite level athletes on the website;
  - to offer for sale more tickets online to sporting events;
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- less use of the flat-fee model for website access (than respondents of other regions);
  - to be less likely to offer merchandise for sale online than respondents of other regions;
  - less use of online advertising purchase models than respondents of other regions;
  - to utilise search engines links more than respondents of other regions;
  - to avoid increasing spending on Internet marketing (beyond budgeted amounts) more than other regions;
  - to minimise costs associated with retail sales more effectively than respondents of other regions;
  - to minimise costs associated with subscriptions more effectively than respondents of other regions;
  - to generate revenue through online sponsorship;
  - to forecast an increase in revenue generation through sponsorship “three years from now” than respondents of other regions;
  - to use unique Internet pricing models as opposed to the traditional Click through, Costs-per-lead and Flat-fee models used by respondents of other regions;
  - to purchase media advertising more cost effectively than respondents of other regions;
  - to plan to reduce costs for Internet marketing in the future than respondents of other regions;
  - acknowledge that subscriptions for online material is an important revenue source;
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and

- to understand, in strategic terms, subscriptions will the most importance revenue source three years from now (from respondents of other regions).

#### West region combination of marketing techniques

Examination of the West region's practice revealed a unique finding about Internet marketing. The data suggest they alone used a combination of five literature supported Internet marketing techniques into their Internet marketing practice. The five techniques were: (1) to offer a greater variety of products and services to its online customers. These actions (offering product and service variety) are consistent with the findings of Peet (2000) and Zott, Amit and Donlevy (2000), (2) to effect costs reductions by avoiding the use of point of sale retail space (see also Peet, 2000), (3) to have easy-to-navigate websites (as argued by Dutta & Segev, 1999; Zott, Amit & Donlevy, 2000), (4) to have personalisation of the website highlighted by services and the products offered to meet the needs of individuals (as argued by Dewan, Jing & Seidmann, 2000; Horner-Long & Schoenberg, 2002; Walsh & Gofrey, 2000; Zott, Amit & Donlevy, 2000; Australian e-business guide, 2001), and (5) to conduct online promotions using banner advertising in a more effective way than other regions (see Dutta & Segev, 1999; Huff, 2000). There is no evidence from this study to suggest that these five practices are, at present, necessarily the preeminent Internet marketing practices for Australian sporting organisations. They are, however, practices that have identified a relationship with Internet marketing for greater revenue than cost (in the West region).

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The data show that the West region's approach to its Internet marketing budgeting was better than the other two regions in this study. The West's identified lower budgeted costs, and higher revenue in relation to costs was a unique finding of this study (the North and South East regions did not experience the West's situation). From these data, therefore, it is suggested that sporting organisations interested in Internet marketing should follow the model adopted by the West region before they proceed.

#### **5.4 Research Question 3**

*Do Australian sporting organisations' employees rate tactical Internet marketing practice as a better practice relative to strategic Internet marketing practice?*

The data in Chapter 4 suggest that nationwide Australian Sporting organisations rank tactical Internet marketing as the more helpful Internet marketing practice (than strategic Internet marketing). However, the use of tactical Internet marketing as a preferred approach to online marketing is inconsistent with the findings from the linked literature that discuss the benefits of tactical and strategic marketing best-practice. Dann and Dann (2001), Haggerty (1998) and McDaniel and Gates (2002) argue that ad hoc decision making in an organisation's marketing causes long term difficulties in the application of successful marketing techniques. As such, the literature demonstrates that a tactical approach to marketing may lead to higher costs in relation to revenue generation, which may, in turn, lead to a collapse of the Internet presence (Adams & Westburg, 1998; Brännback, 1997; Choi & Winston, 2000; Dewan, Jing & Seidmann, 2000; Etzioni & Perkowitz, 1997; Gilbert 2000; Haggerty, 1998; Johns, 1998; May, 2000; McBride, 1997;

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Shank, 1999; Soutaris & Cohen 2003; Turban, 2000; Underwood, Bond & Baer, 2001; Van Beveren, 2002).

A tactical approach to Internet marketing appears to be a risky Internet marketing business practice for Australian sporting organisations according to these data. Looked at nationwide, the revenue / costs data in this study showed that costs were higher than revenues. Whether or not the revenue / costs data has been caused by using detrimental business practices, is a result of a lack of knowledge in the e-commerce area, limited resources for Internet marketing or just the somewhat limited thinking of Australian sporting organisation employees, are not able to be discerned from the information presented by this particular study.

The literature (see for example Agrawal, Arjona & Lemmens, 2001; Duncan & Campbell, 1999; Haggerty, 1998; Van Beveren, 2002) suggests that using strategic marketing techniques such as Internet marketing planning strategies (e.g., Strength, Weaknesses Observation/ Opportunities and Threats = SWOT analysis) which incorporates flexible and adaptive decision making processes may contribute to the achievement of a profitable website over the long term. As planning is usually developed and implemented to ensure the best possible utilisation of the Internet for marketing (Coenen, Swinnen & Van Hoof, 2002), and the findings of this study that identified actions related to Internet marketing profitability, it is suggested that sporting organisations adopt strategic marketing practice processes (starting with a SWOT analysis) to increase the probability of achieving maximum fiscal return from marketing via the Internet.

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Given that the global spread of Internet usage and that the future of Australian sporting organisation promotion is likely to be in an electronic format it is suggested from the data that a comprehensive strategic Internet marketing plan should focus on three broad objectives: (1) increasing sales, (2) decreasing the costs of doing business, and (3) improving communications with all stakeholders.

## **5.5 This Study's Marketing Mix**

### **5.5.1 Rationalisation**

The marketing mix used for this study formed the basis for interpretation and categorisation of the Internet marketing practices used in the study's questionnaire. The unique mix of 'Place, Promotion, Price and Profit' that were used for this study were formed within the context of enquiring about Internet marketing practice in pooled interdependent Australian sporting organisations. The items in the questionnaire were derived essentially from the marketing mix literature (see Borden, 1964; Caskey, 1997; Choi & Winston, 2000; Dewan, Jing & Seidmann, 2000; Dutta & Segev, 1999; McCarthy, 1968; Shank, 1999; Traynor, 1986; Wind, 1986). The perceptions and attitudes of the respondents were gathered using the questionnaire.

The use of the unique marketing mix of Place, Promotion, Price and Profit, in this context were supported by Borden (1964), Bridges (2003), Marketing Concepts (1987), McCarthy (1968), and Traynor (1986). Profit is not a part of the original marketing mix as it is considered that profit is built into the marketing system (Borden, 1964; McCarthy, 1968; Parkhouse, 1996; Wind, 1986). However, taking into account the focus of this study (i.e., determining whether or not revenue exceeds costs), and that profit is the reward for successfully tying together an organisations' marketing mix (Dutta & Segev,

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1999; Marketing Concepts, 1987; Porter, 2001), the construct Profit was vital to this research. The data provide new knowledge about Australian sporting organisations' Internet marketing practice.

The next four sub-sections considers each of the findings of Place, Promotion, Price and Profit in turn, and relate the findings to the literature reviewed and to the data recorded from this study.

### **5.5.2 Place**

The data in this study suggest strongly that Australian sporting organisations should consider the following about where to Place its Internet marketing in the consumer landscape. Sporting organisations should be familiar with the demographically disperse market that accesses the Internet because the consumers have diverse socio-economic backgrounds, which could influence their online shopping behaviour; in fact, the data suggests there may be a preferred website type used for Internet marketing by them.

Eighty-one percent of all respondents in this study used a Content website type for their Internet marketing. The literature (see Amit & Zott, 2001; Mc Daniel & Gates, 2002) suggest that Content website types are more often used by Not for Profit organisations.

The reasons why a Content website type is the most preferred site type in Australian sporting organisations at the time of this study is not known. However, it is likely that this website type is used because it is a good fit with consumers as the website offers various products and services such as articles, merchandise, athlete profiles and sport development / participation opportunities.

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The literature (see May, 2000; Mohammed, Jaworski, Cahill & Fisher, 2002) indicates that consumers are moving away from a 'bricks and mortar anchor store' purchasing model to purchasing online (as the Internet becomes more accessible). Given the assumed evolution in purchasing models, the benefits associated with using the Internet for marketing purposes (e.g., the opportunity to reach a much larger range of possible clientele) outweigh the remuneration possibilities of long-established customer exchange models. This study captured a significant example of the power of an online presence; one South-East region respondent registered 40,000 unique hits per month. Although the data does not indicate where these unique hits are from in geographical terms, the literature (see Hitwise, 2002; Jaworski, Cahill & Fisher, 2002; May, 2000; Mohammed, Fisher, Jaworski & Cahill, 2002) argues a 40K figure is a substantial amount of web traffic for a one month period when comparing to the traditional bricks and mortar store. Data from interviews adds to our understanding. One employee stated:

*we don't want to be left-out as the one Australian sporting organisation without a website. It costs us a lot of time and money for our organisation to maintain the site but we know we need to have a significant-as-possible online presence so we can meet our publics' expectations, and as best as possible promote our sport to the community at large (ASOe, October, 2002)*

The data suggest that sporting organisations have a propensity to utilise the Content website type but the literature suggest the need to investigate the best type of website to use for an online presence. By undertaking actions that explore the best website type for a sport organisation it may be possible to enhance the chances of securing a sustainable online community of consumers, and encourage partnership and

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alliance opportunities, which can be developed to leverage the strengths of the sport and its website (Evans & Smith, 2004).

### **5.5.3 Promotion**

This study's data identified that Australian sporting organisations conduct promotional campaigns using their website. Respondents indicated they use public relations opportunities such as direct-to-customer email to advertise various product and services as part of their promotion activities and sponsorship. Forty-six percent of respondent's reported use of an online sponsorship model and 36 percent reporting using an online subscription model. Surprisingly, banner advertising was the least used option for revenue generation. None of the respondents indicated that banner advertising would be the substantial source of revenue for their sporting organisation in the future. However, significant use of banner advertising is supported by the literature (see, Aronson & Zeff, 1999; Bernoff & Ott, 1995; Choi & Winston, 2000) that addresses the relationship between this form of online promotion and revenue generation. Despite the current banner advertising trend recorded in this study, banner advertising is suggested as a worthwhile activity in the future for sporting organisations. Banner advertising is encouraged because it is the most popular form of product and service promotion on the Internet, it is inexpensive to establish from a costs perspective (it usually requires little to no alteration to existing web pages) and generates significant revenue from selling the advertisements to business partners. Kristula (2002), Kyles (2002) and Soutaris and Cohen (2003) support banner advertising. They maintain that banner advertising online increases the opportunity for greater sales of products and services mostly because it (1) is an information source to consumers as related to available products and services, and

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(2) offers buyers special deals/discounts, which ultimately can bring about repeat customers and possibly customer loyalty.

The data suggest there will be an emergence of online gaming in pooled interdependent Australian sporting organisations in the future. The reasons for a gaming model to surface are not clear in this study. It is likely, however, that the lure of revenue opportunities (as has been demonstrated in the United States sporting organisations and their online gaming opportunities) would be at least part of the motivation. Evidence of the motivation from the money aspect is described in the literature (see Caskey, 1997; Christian Capital Advisers LLC, 2001; Speigler, 1996; USA Today.com, 2002). These authors highlight the positive effects between United States' sport organisations' website offering online gaming and increased revenue than costs. Considering the success of the United States examples it is suggested that Australian sport organisations carefully examine the feasibility of gaming type opportunities within their target markets. In particular it is suggested that the organisations first assess whether or not there is the critical mass (the United States has high critical mass levels) to "underwrite" the Fantasy sport activity or other online gaming opportunity.

In the context of the literature and the data in this study it is suggested that pooled interdependent Australian sporting organisations determine very carefully their competitive advantage aims and ambition in relations to online gaming activities. Advice regarding online gaming should be taken from internal publics within the organisation and a SWOT analysis (Strengths, Weaknesses, Opportunities and Threats) should be used as the pre planning action for determining gaming goals and a marketing mix to promote the gaming. In addition to the initial investigations an external consultancy firm could be

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employed to conduct a feasibility study into establishing online gaming into a sporting organisation.

#### 5.5.4 Price and Profit

The data showed that nationwide the respondent's revenue from Internet marketing is low in real terms. The finding – of low revenue – is consistent with the literature that supports a low level of fiscal performance will be experienced in the early stages of online activity (see Reichheld & Schefter, 2000; Slywotzky & Morrison, 2001; Sterne, 1995; Timmers, 1998). Although Australians sporting organisations are young compared to others online business in terms of time online (see Appendix C) they appear to be investing resources into their online presence. A typical interview response was:

*we know this thing will make money one day! We don't regret the investment we are making. It is a risk but it is one of the most positive bold moves our sporting organisation has made in a long time (Australian sporting organisation employee, October 2002).*

The West region data challenged some of the published findings in the literature of Porter (2001). Porter (2001) claimed that striving for profit on the Internet does not change the 'rule of the game' in business (i.e., the longer you are online the more likely you are to make a profit). This data revealed that Internet marketing in the West region (which was the 'youngest' in terms of years online) generated the greatest profit per annum. Porter's (2001) time on-line arguments included the more robust profits stem from competitive advantage factors such as time online to develop and implement the marketing unique products and services, time to develop marketing proprietary content,

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time to develop and market the distinctive physical activities that customers want, to provide adequate product knowledge and to offer superior customer service. However these are not supported by the findings of this study in the achieving of profitability as related to the West Region.

The reasons why the West region's Australian sporting organisations were able to develop and fortify competitive advantages in a shorter time frame than other Australian sporting organisations are apparent. The data revealed the West region (1) introduced unique content such as profiling their athletes on a regular basis, and (2) provided products and services the customers wanted such as updated and current community information about their sport and purchase opportunity for specialised sport merchandise which was not readily available in retail stores.

The West region revenue success is due in part to an awareness of the market forces that are augmented by marketing on the Internet. Amit and Zott (2001) and Soutaris and Cohen (2003) argued that the Internet is a medium for business to fortify business advantages (e.g., brand awareness - its promises and reputation, competition for sales, new alliances, innovative pricing structures, customer demand, choice, and various kinds of services), and it does this by tying a company's activities in a more distinctive system. As such, pooled interdependent Australian sporting organisations need to develop Internet strategies that can fully exploit their competitive advantages in using the Internet for their marketing purposes. This means decision makers in organisations will have to commit the necessary predetermined resources to undertake the process that leads to the achievement of the creation of profit online.

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### **5.5.5 Closing Comment about the Marketing Mix used for this Study**

The marketing mix used for this study provided a suitable and practical application tool to investigate the Internet marketing practices of pooled interdependent Australian sporting organisations despite Gronroos (1994), Liswood (1987), Mohammed, Fisher, Jaworski, and Cahill (2002) and Vanwaterschoot and Van den Bulte (1992) suggestion that a well defined and dedicated Internet marketing mix does not yet exist. The marketing mix elements of Place Promotion Price and Profit used for this study helped to extract interesting data about the current status of Internet marketing practices in Australian sporting organisations.

## **5.6 Broader Issues**

The discussion that is provided in this section considers broader issues relating to Internet marketing in Australian sporting organisations. In particular, there are issues about (1) the people used to facilitate Internet marketing, (2) online reputation building, and (3) the future of Internet marketing in Australian sporting organisations. There are four sub-sections and they include: 5.6.1 Employee rating of the marketing mix (used in this study) in their Internet marketing practices. Data from respondents nationwide relating to importance of each marketing mix item are discussed. Sub-section 5.6.2 discusses employee roles within Australian sporting organisations. It names the job titles of Australian sporting organisation employees, which usually includes the role of Internet marketing practitioner. Sub-section 5.6.3 discusses reputation building in Australian sporting organisation Internet marketing, and contains information about the development

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the reputation of the Internet. Sub-section 5.6.4 details the possible future of the Internet in Australian sporting organisations. These four sub-sections are discussed in turn.

#### **5.6.1 Employee Rating of the Marketing Mix in Internet Marketing**

Australian sporting organisations' employees in each of the regions used in this study identified what they perceived as important in their Internet marketing practice. The data identified the relationship between each element of the mix and ranked importance in the facilitation of Australian sporting organisation Internet marketing using a five-point Likert scale (see Appendix F).

The data indicates that respondents ranked the influence of the study's marketing mix elements on their Internet marketing practices similarly. The reason for the similarity in identified rankings between the North, West and South East regions is not clear within the study's data.

#### **5.6.2 Employee Role in Australian Sporting Organisations**

The data suggested that Australian sporting organisation employees have multiple roles that include not only Internet marketing but other activities not necessarily related to the online presence. Sporting organisations expect their employees to have multiple roles (which include online) marketing according to these data. Although the reasons for this are not entirely clear it maybe that Australian sporting organisations do not possess the resources to have a dedicated marketing person whose sole purpose is to market the sport using the Internet. Rather, the person in this position must be genuinely multi-skilled to deal with the multiple tasks given to them.

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In the context of limited employer resources, two suggestions that may assist Australian sporting organisations to develop and implement a long term and sustainable online presence are, first, incumbent Australian sporting organisation employees should attend Internet marketing workshops, tutorials and other professional development classes which will help to train and up-skill them in strategic online marketing techniques. In particular, subject matter in relation to website design, Internet technologies, a marketing mix, integration of the elements of a marketing mix and communications planning would be very useful in the contemporary Australian sporting organisation workplace. These professional development opportunities will (i) encourage integration of new practices in traditional marketing practice, (ii) bring a focus upon cooperative, project-based, and interdisciplinary work – incorporating the technology as needed, and (iii) help discover new uses for Internet technology tools to keep up to date with the dynamic nature of the Internet (Aaker, Kumar, & Day, 1995; Adam & Westburg, 1998; Hirons, 2002a; Parkhouse, 1996; Porter, 2001). Second, those people intending to work in Australian sporting organisations should expand their existing skills to include website design as part of their overall professional practitioner skill-set. The employment environments in Australian sporting organisations at the time of this study strongly suggest skill leveraging will assist those that wish to increase their chances of employment. Hirons (2002a), Shilbury (1994), Timmers (2000) and Turban (2000) argued in support of the importance of leveraging skills prior to seeking employment in an organisation that actively markets products and services. The data here supports this argument.

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### 5.6.3 Website Reputation in Australian Sporting Organisations

The broad public's perception of the reputation of Australian sporting organisation websites, whether they are positive, negative or indifferent, is not entirely clear as it was not a focus of the study. However, a respondent to this study offered some insight into the notion of online reputation within the sporting public domain, i.e., the online security of sensitive information.

*Other sporting organisations in other parts of the world are offering safe and secure websites with a wide range of products for sale, along with great customer service. Until Australian sporting organisations can assemble excellent in-house security and infrastructural website support I doubt we will ever be truly competitive on a National scale, let alone a global scale. The good thing, however, is that we seem to be striving for that excellent security (Australian sporting organisation employee, November 2002).*

Consumers purchase goods and services online based on many factors such as courteous service, demonstrated expertise, displayed credentials, a clean navigable and fast loading website, daily website updates, testimonials, quality products and services with guarantees, and they are in constant contact with customers. But above all of these, and in terms of reputation building, comes the issue of online security (to protect purchasing goods and services over the Internet).

Levine and Baroudi (1994), Peet (2000), Standifird (2001) and Zott, Amit and Donlevy (2000) support online security as the key priority for online reputation. In this context the Australian sporting organisations should constantly update their online

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security procedures and in doing so may wish to consider the following suggestions, (1) prevent loss or damage to components of a computer or entire computer systems (Korgaonkar & Wolin, 2002; Van Heerden, 1998), (2) prevent loss of power to the server thus preventing loss of network connectivity to its customers, (3) prevent unauthorised access from computers hackers (Chukwuma, Furnell & Ghita, 2002), (4) utilise a system that stops unauthorised movement, alteration or deletion of files, (5) provide a system that stops theft of data (Chukwuma, Furnell & Ghita, 2002; Dann & Dann, 2001; Kotha, 1998; Kozinets, 1998), (6) provide encryption software to protect sensitive consumer information such as credit card numbers. As encryption is the security measure designed to establish the validity of a transmission, message, or originator and a means of verifying an individual's eligibility to receive specific categories of information. A reliable authentication and authorisation system to foster online reputation to customers is required (see Chukwuma, Furnell & Ghita, 2002; Dann & Dann, 2001; Kotha, 1998; Kozinets, 1998), (7) employ systems, such as firewalls, that prevent virus attack (see Dann & Dann, 2001; Kotha, 1998; Kozinets, 1998), and (8) have in place comprehensive back-up systems in the event of internal breaches (see Korgaonkar & Wolin, 2002; Peet, 2000).

#### **5.6.4 Future Internet Marketing in Australian Sporting Organisations**

Respondents indicated they will probably change their Internet marketing practices in the future, and presumably this will be in an effort to maintain or establish a competitive business advantage. The literature suggests (1) organisations need to be aware of the developments and implementations of updated online technologies to support

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improvement to the online presence (Peet, 2000), (2) that organisations constantly build online reputation by offering secure transaction opportunities through implementing the updated technologies (Standifird, 2001), (3) organisations need to effectively market unique products and services to maintain competitive advantage (Vandermerwe & Taishoff, 1998), and (4) organisations need to tailor their online promotions by creating unique online customer experiences to stay ahead of the competition (see Butler & Peppard, 1998; Kozinets 1999; Rothaermel & Sugiyama, 2001).

It is likely that future Internet marketing practice in Australian sporting organisations will be based – in some form – on practices of the past. The data here suggests a coexistence of physical markets and physical exchange of good and services with digital markets and digital exchange of goods and services. This finding is consistent with the literature which suggests that the Internet must coexist with the physical marketplace. Without coexistence, a division in consumer behaviour may reduce competitive business advantage opportunities (Chaffey et al., 2000; Choi & Winston, 2000).

To manage a possible change in consumer behaviour it is suggested that pooled interdependent Australian sporting organisations strategically establish complementary digital and physical marketplace promotions to their customers. Organisations should combine their online information with traditional media to promote their goods and services, thus casting a wider net in an attempt to increase the customer base (i.e., growth). Growth in this context may include: an increase in business-to-consumer networks through use of email and up-streaming and down-streaming hyperlinks, digital brokering of goods and services between consumers and customer participation in

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various unique online promotions. The study's data and future Internet marketing suggestions are consistent with the research of Amit, Zott and Dunleavy (2001), Dutta and Segev (1999) and Hoque (2000).

## **5.7 Future Research**

This study addressed three research questions that identified the impact Internet marketing was having on Australian sporting organisations, and it provided a 'snap-shot' of Internet marketing practice at the time the research was undertaken. To gain further knowledge into the area of Internet marketing in pooled interdependent Australian sporting organisations more research needs to be undertaken.

Internet marketing in Australian sporting organisations offers a rich source for future research because an online presence is still new and it is a dynamic marketing medium with a potential for producing profit. As there is a lack of empirical research available to the marketing personnel of pooled interdependent Australian sporting organisations' the following suggestions for future research are made.

### **5.7.1 A Replication Study**

This present study should be adapted and a replication study be done in the 2007 through 2008 financial year. This new study could assess the shift in impacts, practices and Internet marketing behaviours of Australian sporting organisations' online presence. The data presented alone from this study have revealed that sporting organisations are planning for larger budgetary expenditure on Internet marketing in the future, notwithstanding the finding that costs are greater at present than revenue. As Australian

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sporting organisations appear to be shifting away from the physical marketplace such a replication study may identify whether or not marketing in the electronic marketplace has resulted in a more positive impact on the fiscal consolidation of Australian sporting organisations.

### **5.7.2 Focus on a Redesigned Methodology**

This study was limited by the nature of the data gathering instrument. Thus, this study could be repeated with a redesigned questionnaire, which would enable more complete statistical techniques to analyse the data. This may include such techniques as multiple regression. Also, the study could be conducted using only the face-to-face interview method. The face-to-face interview method offers the very best opportunity for a high response rate because it allows for development of a rapport between the interviewer and the respondent and reduces errors because it provides an instant opportunity for clarification of questions, probing answers, and an immediate check on the internal consistency of responses. In addition, it is recommended that an alternative or extended marketing mix be included in place of the 4Ps used for this study. Items from the questionnaire used in this study may be used in the new study but they should be critically examined and assessed to ascertain their suitability.

### **5.7.3 Focus on Strategic Behaviours and Objectives**

This study makes an important empirical contribution to Australian sporting organisations by revealing the contingent nature of Internet marketing fiscal performance and the influences caused by tactical decision making and/or strategic decision making.

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Fiscal performance as part of strategic decision making is an area that is in need of further research, as the findings of this study revealed a tendency of sporting organisations to make tactical decisions and, consequently, to make a loss. Thus, there is a necessity to achieve a better link between greater revenue than costs and employing a more strategic approach to Internet marketing in pooled interdependent Australian sporting organisations. To achieve this, the effects of Internet strategies as drivers of venture performance in pooled interdependent Australian sporting organisations needs to be investigated. The research may include, for example, investigating the structure and the behaviour of entrepreneurial project teams that may operate within contemporary Internet marketing practice, and assessing strategies employed that affect venture performance (e.g., SWOT Analysis, feasibility studies, focused strategies, differentiated strategies and undifferentiated strategies) and how they relate to achieving a more fiscally beneficial online presence.

#### **5.7.4 Focus on a New Initiative such as Fantasy Sport**

This research indicates that Australian sporting organisations are in the beginning stages of 'Fantasy Sport.' Given this information, an analysis into the fiscal efficacy of Fantasy Sport in Australian sporting organisations is required. A focus on the impact on Internet marketing that is created by Fantasy Sport, besides assessing its revenue and costs, could also include; (1) examining what are the most common payment methods for Fantasy Sports in other sport organisations, and also identifying which payment methods fantasy gamers prefer, (2) investigating how sites could use cross-media promotion to drive fantasy sports participation, and (3) determining the forecast growth projections for the

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online paid sports content market. It is recommended that this activity be undertaken to identify early on whether or not Fantasy Sport is a profitable practice in the present Australian context.

### **5.7.5 Investigate the Legal Implications of Volunteers in Sporting Organisations**

Although the legal system in Australia as it relates to the WWW is not discussed in this thesis this study revealed the use of volunteers to facilitate Australian sporting organisation Internet marketing. As such, it is important that professional staff members such as sporting organisation Chief Executive Officers, General Managers, Media Managers, Marketing, Promotion Managers and other marketing leaders have a resource that identifies local, state, national and international legal implications of a volunteer-lead online presence (as it relates to the day to day facilitation of the sporting organisation's website). Bearing in the mind Australia's somewhat complex legal system and issues such as, (1) copyright law relating to reproducing material online, (2) Internet security issues such as credit card encryption and other authorisation and authenticity issues and (3) domain names legislation, an analysis of legal implications as they relate to online volunteers in Australian sporting organisations warrants consideration and further research.

### **5.7.6 Focus on Buyer Behaviour**

To understand online consumer buyer behaviour is to understand how the consumer interacts with a marketing mix. The consumer decides whether or not to purchase or get information online based upon such things as the reliability of online authentication and

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authorisation systems, the merchandise that he or she wants, and other choices available.

If Australian sporting organisations as Internet marketers can identify consumer buyer behaviour they may be in a better position to understand how to market-orient goods and services as it relates to achieving greater revenue than costs. A study that addresses the psychological relationship between consumer culture, consumers' attitude to online purchasing, previous online purchasing experiences of the consumer, overall consumer perceptions of online information and a marketing mix (and how the mix is adapted to the consumer) would be of great benefit as a strategic planning resource for Australian sporting organisations.

## **5.8 Thesis Summary**

This thesis is the start of empirical investigation into pooled interdependent Australian sporting organisation Internet marketing practice and has provided some insight into the impacts of Internet marketing. Five objectives (see Chapter 1) were utilised to achieve this undertaking and the purpose was to provide information that can be used as a benchmark for further research and testing of sporting organisation Internet marketing.

In Chapter 1 it was stated that the main objective of this study was to determine whether or not pooled interdependent Australian sporting organisations experienced greater revenue than costs. A summary of the main objective (objective 1) and the four other objectives of the study follows.

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### Objective 1

*to determine if Australian sporting organisation Internet marketing revenue exceeds costs.*

The North East region and the West Region recorded greater revenue than costs for their Internet marketing in a financial year. The South East region was the only region to identify greater costs than revenue in a financial year. Nationwide, Australian sporting organisations identified greater costs than revenue from their Internet marketing practice in a financial year.

### Objective 2

*to assess the degree to which Australian sporting organisations are devoting money and resources to Internet marketing.*

Nationwide, the data showed that respondent organisations devote an average of less than AUD \$10 K per annum to Internet marketing in a financial year. The \$10K figure for the resource/costs appears to be low, thus it seems that no major adaptations of the resource relationship to Internet marketing practice is required. However, other data such as the association between the South East region and resources being devoted to implementing Fantasy Sport is one area has significantly impacted how the data reported in this study.

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### Objective 3

*to identify Australian sporting organisation employees' views about Internet marketing practice in their organisation.*

Although time limitations for Internet marketing were identified by Australian sporting organisation employees, the opportunity to (1) identify target markets, (2) establish goals for those markets, and (3) participate in professional development opportunities to improve Internet marketing practice, were suggested by them as being reachable.

However, while sporting organisations are able to develop and implement goals and objectives and produce some desired outcomes, more time for Internet marketing will be required for greater fiscal success online.

### Objective 4

*to offer measures of Internet marketing that may be generalised to the population of the study.*

The benefit of this study was that it provided a status report of Internet marketing practices utilised by the respondents. The study has drawn attention to the impact Internet marketing practices had on pooled interdependent Australian sporting organisations. In that context, and in the broadest of terms, although Internet marketing was not profitable for Australian sporting organisations, the data suggest profit can be achieved nationwide.

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Objective 5

*to identify tendencies, through accepted empirical analysis, of current Internet marketing practice across regions.*

A body of knowledge about Australian sporting organisation Internet marketing practice has been explored and presented in this study. The data that this study has provided should be applied by sporting organisations that have a website and those organisations that plan to establish an online presence in the future. The data has provided information that can lead to further research including: (1) Revenue - (was less than the costs).

It is suggested that a greater tracking of revenue sources is required, (2) Costs (was greater than revenue). Furthermore it is suggested that investigation into the practices of fiscally successful Internet marketers such as the West region respondents to this study is undertaken, (3) Employee Internet marketing skill sets. As this study revealed a high number of Australian sporting organisation employee's job portfolios are broad-based and require multi-skilled personnel, an examination of these roles and their impacts on the sporting organisation Internet marketing practice may make a positive contribution of knowledge toward achieving desirable Internet marketing outcomes (such as greater revenue than costs), and (4) the Internet marketing mix. Given that Internet marketing is, in effect, about marshalling the resources of an Australian sporting organisation (so that they meet the changing needs of the customer on whom the organisation depends), investigation into other marketing mixes may be used by Australian sporting organisations.

As an initial step it is recommended that Internet marketing workshops, conferences and other professional development opportunities be available to Australian

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sporting organisations with the goal of increasing the body of practitioner knowledge as it relates to successful Internet marketing techniques.

This first-step study has identified some measures about the impact Internet marketing has on pooled interdependent Australian sporting organisations. Although the utilisation of a region-based investigation in combination with the study's objectives has been provided this study is only a status report of the impact of Internet marketing on pooled interdependent Australian sporting organisations. The study's results can only be generalised back to the population of this particular study.

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*...the raison d'être of the Internet and its World Wide Web, both in its utopian and capitalist manifestations, is the click; to resist the click is to resist the web. Who would want to do a thing like that?*

Keith Gessen "The New Write" The Australian 30/5/01

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**Appendix A**  
**Questionnaire**





July 1, 2002.

Dear Australian Sporting Organisation,

**Re: Invitation to participate in a doctoral study regarding the impact of Internet marketing on Australian sporting organisations.**

My name is Michael Craw and I am a Doctoral degree by research candidate at the University of Tasmania. My research addresses the Impact of Internet marketing on pooled interdependent Australian sporting organisations.

Your sporting organisation has been selected as part of a random sample of Australian sporting organisations that is **invited to participate** in the study. If your organisation accepts the invitation, a senior representative that has a role in the day to day management of your organisations website, would be the best person complete the questionnaire.

The 41 questions in the questionnaire will require approximately 30 minutes to complete. The questionnaire is designed to gather information on Australian sport organisation Internet marketing practice.

The questionnaire is to be administered in various ways and is done so according to the geographical location of the sporting organisation. If your organisation wishes to participate and it is located in **Western Australia, South Australia or the Northern Territory** please complete the questionnaire that is attached to this cover letter and return to me by email or Australia post. Return deadline is December 20, 2002 at 5PM.

All organisations located in **New South Wales, Queensland or the Australian Capital Territory** will be contacted by telephone during July, 2002 to determine willingness to participate in the study. At the time of my contact, a date and time to complete the questionnaire by telephone interview will be negotiated and agreed upon. Interviews will be completed by December 20, 2002.

All organisations located in **Tasmania and Victoria** will be contacted by telephone during the final week of July to determine willingness to participate in the study. At the time of my contact, a date and time to complete the questionnaire by face to face interview will be negotiated and agreed upon. Interviews will be completed by December 20, 2002.

Please read the information sheet which explains how to complete the document. The information sheet is attached. **Completion and return of the questionnaire is your consent of participation.**

Results of the questionnaire will be compiled and analysed only for the study and will not be distributed or sold. The research will operate with strict adherence to the Code of Professional Behaviour as required by the University of Tasmania.

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In the event you wish to discuss any concerns of an ethical nature please do not hesitate to contact Associate Professor Margaret Otlowski (Chairperson - Southern Tasmanian Social Sciences Human Research Ethics Committee) or the Executive Officer (STSSHREC) Ms. Amanda McAully.

They can be reached on one of the following points of contact:

Email [Margaret.Otlowski@utas.edu.au](mailto:Margaret.Otlowski@utas.edu.au)  
Phone (03) 6226 7569  
Facsimile - Ethics (03) 6226 7148

Email [Amanda.McAully@utas.edu.au](mailto:Amanda.McAully@utas.edu.au)  
Phone (03) 6226 2763  
Facsimile - Ethics (03) 6226 7148

Postal Address UTas Ethics Committee, GPO Box 252 – 1, Hobart. Tasmania. 7001.

Further to this cover letter, please be advised of the following:

- No one will be adversely affected or harmed by this study.
- No information will be released without the written consent of your sporting organisation.
- Participation is voluntary.
- The research will be conducted confidentially, honestly, objectively and without intrusion or disadvantage to your organisation. Anonymity of your organisation is assured. All gathered data is confidential.

The deadline for return of all questionnaires is December 20, 2002.

If you wish to be in contact with the study supervisor (Dr. Peter Rehor) or the primary investigator regarding the study the contact points are:

Email [Peter.Rehor@utas.edu.au](mailto:Peter.Rehor@utas.edu.au)  
Phone 03 63243511 (Voice mail facility)  
Facsimile 0362 26 7245

Email [Michael.Craw@utas.edu.au](mailto:Michael.Craw@utas.edu.au)  
Phone 03 62267138 (Voice mail facility)  
Facsimile 0362 26 7245

Postal address Michael Craw, University of Tasmania, GPO Box 252-08, Hobart, Tasmania. 7001.

Thank you for your time.

Yours sincerely,

Michael Craw (M.Ed).  
University of Tasmania – Doctoral Candidate  
Student Number 105937.

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### Supplemental information

#### Overview of the Questionnaire

- The questionnaire has 41 questions
- It will take approximately 30 minutes to complete the questionnaire.
- Respondents are to return the questionnaire to one of the addresses provided below no later than two weeks after receiving the questionnaire. The questionnaire deadline is by no later than December 20, 2002.
- **HARD COPY** of QUESTIONNAIRE- Answer by circling your response and/or by writing-in your response if completing by hard copy.
- **ELECTRONIC COPY** of QUESTIONNAIRE -Answer by keying- in your response and/or bolding the FONT if answering electronically.
- The results will be confidential.
- Returning the completed questionnaire indicates your consent to participate in the study.

#### Introduction

The questionnaire will gather information regarding the marketing and moneymaking ability of Australian sport websites. The questionnaire will take approximately 30 minutes to complete. All respondents' answers will be kept strictly confidential. The data from the questionnaire results will be compiled and analysed for a doctoral thesis. The questionnaire is comprised of 41 questions.

#### How to complete the Questionnaire

The questionnaire has 41 questions and each question has four parts.

Part 1 indicates the number of the question.

Part 2 is the Questionnaire Question. It is the place for you to mark-in your answer.

Please use

**Bold font** if answering electronically.

#### FOR EXAMPLE

No.	Question	Answer		
1.	What year did your Website debut on the Internet?	<b>1996</b>		
		Don't Know. ↻		
		Go to No.2		

Suppose you answer 1996. You would write in 1996 in The space provided as shown at left, and under the area marked Answer.  
*If you do not know the answer please proceed to the next question*

Please think about your answers and try to avoid the 'Don't Know' option if at all possible. Only mark the 'don't know' response if you genuinely do not know.

Part 3 of the question asks you to rate your response on two levels. The first level is asked at the employee level. The second level is asked at the employer level. Please answer both of the sub questions a and b where-ever possible.

Part 4 is the area for you to respond to in relation to the question/s in part 3. Mark in your response with a circle if completing by hard copy or highlight it if by email.

### FOR EXAMPLE

		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
	1a) The website effected my role in the sporting organisation (SO)	1	2	3	4	5
	1b) The website financially affected the SO after the debut of the website	1	2	3	4	5

Suppose you strongly agree with question 1a. Please mark the response marked 1.  
Suppose you are unsure about question 1b. Please mark the response marked as 3.  
If you are responding electronically please **highlight** your responses

Please think about your answers and assess your response in accordance with your thoughts.

**PLEASE REMEMBER two things: THIS IS NOT A TEST and ANSWERS ARE CONFIDENTIAL. There are no right or wrong answers.**

**The Questionnaire is interested in gathering your views on this area of research.**

The tool being used to gauge your views is a Likert Scale. The numbers 1 through to 5 represent a measure of your feelings toward a question

Strongly				Strongly
Agree	Agree	Unsure	Disagree	Disagree
1	2	3	4	5

Strongly agree = 1  
Agree = 2  
Unsure = 3  
Disagree = 4  
Strongly Disagree = 5

**Answering questions***Hard-copy.*

Put-in your responses to questions by writing-in your one answer to each question and/or circling in your one response to each of the Likert Scales.

*Electronically.*

Put-in your responses to questions by keying-in your one answer to each question and/or bolding in your one responses to each of the Likert Scales.

**Consent**

Returning the completed questionnaire indicates your consent to participate in the study

**Chief investigator contact**

Name Peter Rehor (Ph.D)  
Phone 0363 243511  
Email [Peter.Rehor@utas.edu.au](mailto:Peter.Rehor@utas.edu.au)

**Primary investigator contact**

Name Michael Craw (M.Ed)  
Phone 0362 267138.  
Email [Michael.Craw@utas.edu.au](mailto:Michael.Craw@utas.edu.au)

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## Internet Marketing Questionnaire

### QUESTIONNAIRE of Australian Sporting Organisations (SO)

#### Introduction

The questionnaire will attempt to gather information regarding the marketing and moneymaking ability of Australian sport websites. The questionnaire will take approximately thirty minutes to complete. All respondents' answers will be kept strictly confidential. The data from the questionnaire results will be compiled and analysed for a doctoral thesis. The questionnaire is comprised of 41 questions.

#### How to complete the Questionnaire.

The questionnaire is 41 questions and each question has four parts.

Part 1 indicates the number of the question.

Part 2 is the Questionnaire Question. It is the place for you to write-in your answer. Please use **bold font** if answering electronically

#### **FOR EXAMPLE**

No.	Question	Answer	
1.	What year did your Website debut on the Internet?	<b>1996</b>  Don't Know. Go to No.2	Suppose you answer 1996. You would write in 1996 in the space, and under the banner title d Answer <i>If you do not know the answer please proceed to the next question</i>

Please think about you answers and try to avoid the 'Don't know' option if at all possible. Only mark the don't know section if you genuinely do not know.

Part 3 of the question asks you to rate your response on two levels. The first level is asked at the employee level. The second level is asked at the employer level. Please answer both of the sub questions a and b wherever possible.

Part 4 is the area for you to respond to in relation to the question/s in part 3. Mark in your response with a circle if completing by hard copy or highlight it if by email.

#### **FOR EXAMPLE**

		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1a)	The website effected my role in the sporting organisation (SO)	1	2	3	4	5
1b)	The website financially affected the SO after the debut of the website	1	2	3	4	5

*Suppose you strongly agree with question 1a. Please mark the response marked 1.  
 Suppose you are unsure about question 1b. Please mark the response marked as 3.  
 If you are responding electronically please **highlight** your responses*

**Please think about you answers and assess your response in accordance with your thoughts.**

**REMEMBER two things: THIS IS NOT A TEST and ANSWERS ARE CONFIDENTIAL. There are no right or wrong answers.**

The tool of measure is a Likert Scale. The numbers 1 through to 5 represent your response toward a question.

Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1	2	3	4	5

*Strongly agree = 1  
 Agree = 2  
 Unsure = 3  
 Disagree = 4  
 Strongly Disagree = 5*

## QUESTIONNAIRE

The 41 questions of the questionnaire are below.

Questions 1 through 5 are on this page.

Read carefully and take your time to answer each question as accurately as possible

SO = sporting organisation.

No.	Question	Answer	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
1.	How long on the Internet since debut and, was/is your website strategically planned (Long Term) or Tactically planned (Short term)?  Mark only one	<div style="border-bottom: 1px solid black; width: 100px; margin-bottom: 10px;"></div> <div style="display: flex; align-items: center;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Strategic or Tactical.</div> <div style="margin: 0 10px;">→</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">1a) The website financially affected my role in the sporting organisation (SO) after website debut</div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 3</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">1b) The website financially affected the SO after the debut of the website.</div> </div>	1	2	3	4	5
			1	2	3	4	5
2.	How many pages does your website currently have?	<div style="border-bottom: 1px solid black; width: 100px; margin-bottom: 10px;"></div> <div style="display: flex; align-items: center;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 3</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">2a) The number of website pages financially affect my role in the SO.</div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 3</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">2b) The number of website pages financially affects the SO.</div> </div>	1	2	3	4	5
			1	2	3	4	5
3.	How many unique hits does your SO register each month?	<div style="border-bottom: 1px solid black; width: 100px; margin-bottom: 10px;"></div> <div style="display: flex; align-items: center;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 4</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">3a) The number of website hits financially affect my role in the SO.</div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 4</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">3b) The number of website hits financially affects the SO.</div> </div>	1	2	3	4	5
			1	2	3	4	5
4.	Which category most closely defines your type of website?	<div style="border-bottom: 1px solid black; width: 100px; margin-bottom: 10px;"></div> <div style="display: flex; align-items: center;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">           Mark one. Circle, or <b>bold font</b> if via email             i) Content Site            ii) Team League Site            iii) Commerce Site            iv) Other             Don't know Go to 5         </div> <div style="margin: 0 10px;">→</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">4a) The category type of the website financially affects my role in the SO.</div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 5</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">4b) The category type of the website financially affects the SO.</div> </div>	1	2	3	4	5
			1	2	3	4	5
5.	Does your SO's website focus on a single sport or event, or, does it take a multi-sport/all-sport approach?	<div style="border-bottom: 1px solid black; width: 100px; margin-bottom: 10px;"></div> <div style="display: flex; align-items: center;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">           Mark one. Circle, or <b>bold font</b> if via email             i) single            ii) multi-sport/all-sport             Don't know Go to 6         </div> <div style="margin: 0 10px;">→</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">5a) The focus of the website financially affects my role in the SO.</div> </div> <div style="display: flex; align-items: center; margin-top: 10px;"> <div style="width: 100px; border-right: 1px solid black; padding-right: 5px;">Don't know Go to 6</div> <div style="margin: 0 10px;">↻</div> <div style="width: 200px; border-bottom: 1px solid black; padding-bottom: 5px;">5b) The focus of the website financially affects the SO.</div> </div>	1	2	3	4	5
			1	2	3	4	5

**Questionnaire - continued**

Questions 6 through 8 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer		Strongly					Strongly	
				Agree	Agree	Unsure	Disagree	Disagree	Disagree	Disagree
6.	Approximately how many people are employed in your online division of the SO?	_____	→ 6a) The number of employees required for the website financially affects my role in the SO.	→	1	2	3	4	5	
			↓ 6b) The number of employees required for the website financially affects the SO.	→	1	2	3	4	5	
		Don't know Go to 7	↻							
7.	In addition to the Internet, which of the following media does your SO maintain the most media presence?	Mark one. Circle, or bold font if via email.  i) print ii) television iii) radio	→ 7a) The media presence of my SO financially affects my role in the SO.	→	1	2	3	4	5	
			↓ 7b) The media presence of my SO financially affects the SO.	→	1	2	3	4	5	
8.	If your SO maintains a presence in other media does your online content complement, or in some way duplicate that information?	Mark one. Circle, or bold font if via email  i) complement ii) duplicate iii) both	→ 8a) The complementing or duplicating media presence by the SO financially affects my role in the SO.	→	1	2	3	4	5	
			↓ 8b) The complementing or duplicating media presence by the SO financially affects the SO.	→	1	2	3	4	5	
	If you answered none of the above in Question 7 Go to No. 9	Don't know Go to 9	↻							



**Questionnaire - continued**

Questions 9 and 10 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer	Strongly Disagree	Agree	Agree	Unsure	Strongly Disagree	
9.	<p>Please rank the following Goals of a website (1 is most important, 5 is least important with respect to your website).</p>	<p>_ useful info →</p> <p>_ revenue source</p> <p>_ brand awareness</p> <p>_ promotion of other media</p> <p>_ profile a player</p> <p>-----</p> <p>Don't know ↻ Go to 10</p>	<p>9a) The goals of my SO website financially affects my role in the SO. →</p> <p>↓</p> <p>9b) The goals of my SO website financially affects the SO. →</p>	1	2	3	4	5
				1	2	3	4	5
10.	<p>Identify the approximate percentage of all revenue generated by each of the following models of your SO website. (TOTAL of all answers must add to 100%).</p>	<p>_ % subs/ fees – memberships →</p> <p>_ % sales of products</p> <p>_ % banner advertising</p> <p>_ % sponsorship and or co-branded content</p> <p>_ % other explain</p> <p>-----</p> <p>Don't know ↻ Go to 11</p>	<p>10a) The percentage revenue generated by my SO website financially affects my role in the SO. →</p> <p>↓</p> <p>10b) The percentage revenue generated by my SO website financially affects the SO. →</p>	1	2	3	4	5
				1	2	3	4	5

**Questionnaire - continued**

Questions 11 and 12 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.





No.	Question	Answer		Strongly					Strongly				
				Agree	Agree	Unsure	Disagree	Disagree	Agree	Agree	Unsure	Disagree	Disagree
11.	Please rank the following revenue models from highest (1) to lowest (5) based on the income that you think each will generate on your site <u>one year</u> from now.	- subs/ fees – memberships - sales of products - banner advertising - sponsorship and / or co-branded content - other explain ----- Don't know ↻ Go to 12	11a) The revenue generated by my SO website financially, and <u>one year</u> from now, will affect my role in the SO.	→	1	2	3	4	5				
			11b) The revenue generated by my SO website financially, and <u>one year</u> from now, will affect the SO.	→	1	2	3	4	5				
12.	Please rank the following revenue models from highest (1) to lowest (5) based on the income that you think each will generate on your site <u>three years</u> from now.	- subs/ fees – memberships - sales of products - banner advertising - sponsorship and / or co-branded content - other explain ----- Don't know ↻ Go to 13	12a) The revenue generated by my SO website financially, and <u>three years</u> from now, will affect my role in the SO.	→	1	2	3	4	5				
			12b) The revenue generated by my SO website financially, and <u>three years</u> from now, will affect the SO.	→	1	2	3	4	5				

**Questionnaire - continued**

Questions 13 through 16 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.






No.	Question	Answer		Strongly					Strongly	
				Agree	Agree	Unsure	Disagree	Disagree		
13.	If you have banner advertising on your site, which pricing model do you use? (Tick all that apply).	<input type="checkbox"/> cost per thousand impressions <input type="checkbox"/> click through <input type="checkbox"/> cost per lead <input type="checkbox"/> cost per buyer <input type="checkbox"/> flat fee <input type="checkbox"/> other explain ----- NO or Don't know  Go to 14	13a) The revenue generated by my SO website banner advertising, financially affects my role in the SO.	→	1	2	3	4	5	
			13b) The revenue generated by my SO websites banner advertising, financially affects the SO.	↓	→	1	2	3	4	5
14.	Does your SO charge a subscription fee for any areas of your website?	_____  If NO Go to 16  	14a) The revenue generated by subscription fees affects my role in the SO.	→	1	2	3	4	5	
			14b) The revenue generated by subscription fees affects the SO.	↓	→	1	2	3	4	5
15.	If you answered YES to question 14, approximately how many total subscribers do you currently have to the fee based area of your site?	_____  Don't Know Go to 16  	15a) The number of subscribers to the fee based section of the SO website affects my role.	→	1	2	3	4	5	
			15b) The number of subscribers to the fee based section of the SO website affects the SO.	↓	→	1	2	3	4	5
16.	Has your SO ever charged a subscription fee for any area of its website?	_____  Don't Know or NO Go to 17  	16a) Past subscription fees affected my role.	→	1	2	3	4	5	
			16b) Past subscription fees affected the SO.	↓	→	1	2	3	4	5

**Questionnaire - continued**

Questions 17 through 21 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.






No.	Question	Answer		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
17.	Does your SO plan to charge subscription fees on the website one year from now?	_____	17a) Subscription fees one year from now will financially affect my role in the SO.	1	2	3	4	5
		If NO Go to 18 	17b) Subscription fees one year from now will financially affect the SO.	1	2	3	4	5
18.	Does your SO website offer fantasy sport (betting) participation to subscribers?	_____	18a) Fantasy sport subscribers affect my role at the SO	1	2	3	4	5
		If NO Go to 19 	18b) Fantasy sport subscribers affect my SO.	1	2	3	4	5
19.	Has your ASO offered fantasy sport for more than 3 years?	_____	19a) Fantasy sport affects my role at the SO.	1	2	3	4	5
		Don't Know or NO Go to 20 	19b) Fantasy sport affects the SO.	1	2	3	4	5
20.	Does your SO plan to offer fantasy sport on the website one-year from now?	_____	20a) Fantasy sport, one year from now, will financially affect my role at the SO.	1	2	3	4	5
		Don't Know or NO Go to 21 	20b) Fantasy sport, one year from now, will financially affect the SO.	1	2	3	4	5
21.	Does your SO website charge a fee for fantasy sport participation?	_____	21a) Fantasy sport fees affects my role at the SO	1	2	3	4	5
		If NO Go to 21 	21b) Fantasy sport fees affects the SO.	1	2	3	4	5

**Questionnaire - continued**

Questions 22 through 26 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
22.	Does your SO plan to charge a fee for fantasy sport three years from now?	_____ If Don't Know or NO Go to 23 	22a) Fees one year from now will financially affect my role in the SO.	→ 1	2	3	4	5
			↓	22b) Fees one year from now will financially affect the SO.	→ 1	2	3	4
23.	Does your SO website offer merchandise for sale via the Internet?	_____ If NO Go to 24 	23a) Merchandise sales affects my role at the SO.	→ 1	2	3	4	5
			↓	23b) Merchandise sales affects the SO.	→ 1	2	3	4
24.	Does your SO website process transactions online?	_____ If NO Go to 25 	24a) Processing transactions online affects my role at the SO	→ 1	2	3	4	5
			↓	24b) Processing transactions online affects the SO	→ 1	2	3	4
25.	Has your SO offered merchandise for sale online for more than 3 years?	_____ Don't Know or NO Go to 26 	25a) Merchandise sales has affected my role at the SO.	→ 1	2	3	4	5
			↓	25b) Merchandise sales has affected the SO.	→ 1	2	3	4
26.	Does your SO plan to offer merchandise sales on the website one year from now?	_____ If NO Go to 27 	26a) Merchandise sales on the website will affect my role at the SO	→ 1	2	3	4	5
			↓	26b) Merchandise sales on the website will affect the SO	→ 1	2	3	4

**Questionnaire - continued**

Questions 27 through 30 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree	
27.	Does your SO sell tickets to its sporting events via the website?	<div>_____ →</div> <div>If NO Go to 28</div> <div>↻</div>	27a) Ticket sales financially affect my role at the SO.	1	2	3	4	5
			27b) Ticket sales financially affects the SO.	1	2	3	4	5
28.	Has your SO sold tickets online to sporting events in the past three years?	<div>_____ →</div> <div>If NO Go to 29</div> <div>↻</div>	28a) Ticket sales in the past three years has affected my role at the SO	1	2	3	4	5
			28b) Ticket sales in the past three years has affected the SO	1	2	3	4	5
29.	Does your SO plan to sell tickets online to sporting events one year from now?	<div>_____ →</div> <div>If NO Go to 30</div> <div>↻</div>	29a) Sporting event ticket sales will affect my role at the SO	1	2	3	4	5
			29b) Sporting event ticket sales will affect the SO.	1	2	3	4	5
30.	Rank the following marketing strategies from most used (1) to least used (7).	<div>_ leveraging media ventures →</div> <div>_ print ad purchase</div> <div>_ online ad purchase</div> <div>_ TV ad purchase</div> <div>_ Radio ad purchase</div> <div>_ search engine placement</div> <div>_ Other (describe)</div> <div>Don't Know Go to 31</div> <div>↻</div>	30a) Marketing affects my role at the SO.	1	2	3	4	5
			30b) Marketing affects the SO.	1	2	3	4	5

**Questionnaire - continued**

Questions 31 through 34 are on this page.

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer		Strongly					Strongly				
				Agree	Agree	Unsure	Disagree	Disagree	Agree	Agree	Unsure	Disagree	Disagree
31.	Approximately how much money did your SO spend on all online marketing in the last financial year?	Mark one. Circle, or <b>bold font</b> if via email _ \$0 _ \$1 < 10,000 (10K) _ \$10K < 50K _ \$50K < 100K _ \$100K < 500K _ \$500K < 1 Mill. _ \$ 1 Mill >.	31a) The amount of money spent on marketing affects my role at the SO.	→ 1	2	3	4	5					
			31b) The amount of money spent on marketing affects the SO.	→ 1	2	3	4	5					
32.	Does your SO expect the amount of money spent on marketing to increase, decrease or remain the same for the current year?	Mark one. Circle, or <b>bold font</b> if via email i) increase ii) decrease iii) stay same iv) don't know	32a) Fluctuations in money spent on marketing affects my role at the SO.	→ 1	2	3	4	5					
			32b) Fluctuations in money spend on marketing affects the SO.	→ 1	2	3	4	5					
33.	Approximately how much money (gross revenue in dollars) did Internet Marketing generate during the last financial year?	Mark one. Circle, or <b>bold font</b> if via email _ \$0 _ \$1 < 10,000 (10K) _ \$10K < 50K _ \$50K < 100K _ \$100K < 500K _ \$500K < 1 Mill. _ \$ 1 Mill >.	33a) Revenue generated from the SO's website affects my role.	→ 1	2	3	4	5					
			33b) Revenue generated from the SO's website affects the SO.	→ 1	2	3	4	5					
		Don't Know ↻ Go to 34											
34.	Approximately, what was the operating budget for all online activities last financial year?	_____ Don't Know ↻ Go to 35	34a) The SO online budget affects my role.	→ 1	2	3	4	5					
			34b) The SO online budget affects the SO.	→ 1	2	3	4	5					

**Questionnaire - continued**

Questions 35 through 39 are on this page. **Question 41 is the last question.**

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer		Strongly					Strongly				
				Agree	Agree	Unsure	Disagree	Disagree	Agree	Agree	Unsure	Disagree	Disagree
35.	Is the SO website cost exceeding its revenue?	Mark one. Circle, or <b>bold font</b> if via email  i) yes ii) no	35a) Profit or loss from the SO website financially affects my role.	→	1	2	3	4	5				
			↓ 35b) Profit or loss from the SO website financially affects the SO.	→	1	2	3	4	5				
36.	Is profitability, tangible or intangible, a goal of the SO website?	Mark one. Circle, or <b>bold font</b> if via email  i) yes ii) no	36a) Tangible and intangible profit affect my role at the SO.	→	1	2	3	4	5				
			↓ 36b) Tangible and intangible profit affect my role at the SO.	→	1	2	3	4	5				
37.	Can website be profitable one-year from now?	Mark one. Circle, or <b>bold font</b> if via email  i) yes ii) no  If No Go to 38	37a) Tangible or intangible profit will affect my role at the SO one year from now.	→	1	2	3	4	5				
			↓ 37b) Tangible or intangible profit will affect the SO one year from now.	→	1	2	3	4	5				
38.	Can website be profitable three years from now?	Mark one. Circle, or <b>bold font</b> if via email  i) yes ii) no	38a) Tangible or intangible profit will affect my role at the SO three years from now.	→	1	2	3	4	5				
			↓ 38b) Tangible or intangible profit will affect the SO three years from now.	→	1	2	3	4	5				
39.	Do you believe that other sporting organisations that have a website are turning a profit on the Internet?	Mark one. Circle, or <b>bold font</b> if via email  i) yes ii) no	41a) The belief that other sporting organisations are turning a profit via their website affects my role at the SO.	→	1	2	3	4	5				
			↓ 41b) The belief that other sporting organisations are turning a profit via their website affects the SO.	→	1	2	3	4	5				



**Questionnaire - continued**

Questions 40 and 41 are on this page. **Question 41 is the last question.**

Read carefully and take your time to answer each question as accurately as possible.

SO = sporting organisation.

No.	Question	Answer		Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
40.	Do you believe that your sporting organisation will conduct any form of gambling on its website in the future?	Mark one, Circle, or bold font if via email  i) yes ii) no	40a) The belief that your sporting organisations will conduct gambling on its website in the future will affect my role at the SO.	1	2	3	4	5
			40b) The belief that your sporting organisations will conduct gambling on its website in the future will affect the SO.	1	2	3	4	5

41.	Do you believe that other sporting organisations will conduct any form of gambling on their website in the future and make a profit?	Mark one, Circle, or bold font if via email  i) yes ii) no	41a) The belief that other sporting organisations will conduct any form of gambling on their website in the future site affects my role at the SO.	1	2	3	4	5
			41b) The belief that other sporting organisations will conduct any form of gambling on their website in the future site affects the SO.	1	2	3	4	5
			<b>YOU ARE FINISHED.</b> <b>Thank you.</b> <b>Please see over the page.....</b>					

**THANK YOU FOR COMPLETING THE QUESTIONNAIRE.** Please read below for information about returning the questionnaire to the primary investigator, when it should be returned to the primary investigator, obtaining a copy of the aggregated results and confidentiality.

The completed questionnaire can be sent by e-mail to the primary investigator  
[Michael.Craw@utas.edu.au](mailto:Michael.Craw@utas.edu.au)

Also, it can be sent by Australia Post to the Primary Investigator - Mr. Michael Craw,  
University of Tasmania, GPO Box 252-08 Hobart, Tasmania, Australia 7001.

I would be extremely grateful if you would return the questionnaire no later than two weeks after your receipt of the document.

All information from this questionnaire is confidential.

The deadline for return of all questionnaires is December 20, 2002.

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**Please indicate in your reply and in the space provided below whether you would like to receive a copy of the aggregate results of the data.**

Please indicate your reply by marking (**Bold** via email) in the one response

No, my sporting organisation does not want a copy of the aggregated results.

Yes, my sporting organisation \_\_\_\_\_ would like a copy of the aggregated results.

Please forward them to the following person \_\_\_\_\_ at the following address \_\_\_\_\_

Please indicate whether you are a:

- 1) paid staff member or,
- 2) volunteer.

Please indicate your job title \_\_\_\_\_

Other comment \_\_\_\_\_

\_\_\_\_\_

All details of requests for copies of the aggregated results will destroyed upon return of the aggregated results.

All requests, by those participating in this study, are strictly confidential.

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**Appendix B**

**Questionnaire Information Sheet**

**Title of the investigation**

The Impact of Internet marketing on pooled interdependent Australian Sporting Organisations.

**Supervisor / Chief investigator**

Peter Rehor (Ph.D).

[Peter.Rehor@utas.edu.au](mailto:Peter.Rehor@utas.edu.au)

Phone 0363 24 3511

**Associate supervisor**

John Williamson (Ph.D).

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Phone 0363 24 3341

**Primary Investigator**

Michael Craw (M.Ed).

0362 267138

**What is the purpose of the study?**

This study is being undertaken to fulfill the requirements of a Doctor of Education.

**Who is being asked to participate (sample)?**

Australian sport organisations.

**What will be asked of sample?**

A questionnaire, totaling 41 questions, will ask the organisation about their website and its efficacy as a marketing tool.

**Will the results of the questionnaire be anonymous?**

Yes.

**Participation in the study.**

Is voluntary.

Please be advised that completion and return of the questionnaire will be taken as your consent to participate in the study.

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**Contact for further questions.**

Person	Ms. Amanda McAully (Executive Officer)
Phone	(03) 6226 2763
Email	<a href="mailto:Amanda.McAully@utas.edu.au">Amanda.McAully@utas.edu.au</a>
Facsimile - Ethics	(03) 6226 7148
Address	UTas Ethics Committee, GPO Box 252 – 1, Hobart. Tasmania. 7001.

Supplemental information to the information sheet is over the page.

## **Appendix C**

### **Data Analysis**

### **Data Analysis Information**

Appendix C details analysed data for the 41 questions of the study's questionnaire. There are three parts to each question. Each question is represented by the MAST question, which is in bold print. The MAST question is followed by the two SAIL question

There are two acronyms used extensively throughout Appendix C. They are:

- 1) ASO and
- 2) ASOs.

Their meaning is:

- ASO = Pooled interdependent Australian sporting organisation
  - ASOs = Pooled interdependent Australian sporting organisations
-



## 1. PLACE

Questions 1 through 9 assessed ASO online profiles. Each question presents data recorded from the respondents and that information is presented using tables and a narrative of the descriptive statistics that was drawn from the data.

### Question 1 How long on the on the Internet since debut?

Question 1a: The website financially affected my role in the sporting organisation after website debut?

Question 1b: The website financially affected the sporting organisation after the website debut?

*Table 1* HOW LONG ON INTERNET SINCE DEBUT

QUESTION 1.	Australia wide	South East Region	North East Region	West Region
<i>Mean Response (years)</i>	3.88	4.55	4.17	3.12
Median Response (years)	4	4	4 to 5	3 to 4
Mode Response (years)	4	4	4 to 5	3 to 4
Standard Deviation	1.41	1.55	1.17	1.30
Longest (years)	7	7	6	5
Shortest (year/s)	1	2	2	1
<b>Questions 1a &amp; 1b.</b>				
Financially affected the employee role	2.85	2.28	3.64	2.46
Financially affected the ASO	2.40	2.50	2.32	2.23

Respondents answered question 1 by providing the year on which they launched

their website. The year was then compared to the date on which the data for this questionnaire was analysed to determine the length of time (in years) that each site had been on the Web. A total of three ASOs came online in 2002 and were scored as being online for one year. Nine ASOs came online in 2001 and were scored as two years, 13 ASOs came online in 2000 and were scored as three years. Twenty ASOs came online in 1999 and were scored as four years. Fourteen ASOs came online in 1998 and were scored as five years. Six ASOs came online in 1997 and were scored as six years and 2 ASOs came online in 1996 and were scored as 7 years.

The mean value for how long the sites in the sample had been on the Web was 3.88 years with a standard deviation of .88 years, while the median and mode were 4 years and 4 years respectively. The site with the most Web experience had been online for 7 years, whilst the newest site in the sample was 1 year.

Respondents from the South East Region answered this question by providing the year on which they launched their website. The launch year was then compared to the date on which the data for this questionnaire was compiled to determine the length of time (in years) that each site had been on the Web. A total of 18 ASO websites debuted from 1996 to 2001. Two ASO websites came online in 2001 and were scored as two years Internet presence, 2 ASOs came online in 2000 and were scored as three years, 5 ASOs came online in 1999 and were scored as four years, 4 ASOs came online in 1998 and were scored as five years, 3 ASOs came online in 1997 and were scored as six years and 2 ASOs came online in 1996 and were scored as 7 years. The mean value for how long the sites in the sample had been on the Internet was 4.55 years with a standard deviation of 1.55 years, while the median and mode were 4 years and 4 years

respectively. The site with the most web experience had been online for 6 years, whilst the newest site in the sample was 2 years.

Respondents from the North East Region answered this question by providing the year on which they launched their website. The year was then compared to the date on which the data for this questionnaire was compiled to determine the length of time (in years) that each site had been on the Web. Twenty four website debuted from 1997 to 2001. Two ASOs came online in 2001 and were scored as two years Internet presence, 5 ASOs came online in 2000 and were scored as three years, 7 ASOs came online in 1999 and were scored as four years, 7 ASOs came online in 1998 and were scored as five years, 3 ASOs came online in 1997 and were scored as six years. Zero ASO websites debuted in 2002 or 1996. The mean value for how long the sites in the sample had been on the Internet was 3.75 years with a standard deviation of .75 years, while the median and mode were 4 to 5 years and 4 to 5 years respectively. The site with the most web experience had been online for 6 years, whilst the newest site in the sample was 2 years.

Respondents from the West Region answered this question by providing the year on which they launched their website. The year was then compared to the date on which the data for this questionnaire was compiled to determine the length of time (in years) that each site had been on the Web. A total of 24 ASO websites debuted within the time period of 1998 – 2002. Three ASO websites came online in 2002 and were scored as one year Internet presence, 5 ASOs came online in 2001 and were scored as two years, 6 ASOs came online in 2000 and were scored as three years, 6 ASOs came online in 1999 and were scored as four years and 4 ASOs came online in 1998 and were scored as five years. Zero ASOs came online in 1996 or 1997.

The mean value for how long the sites in the sample had been on the Internet was 3.08 years with a standard deviation of .08 years, while the median and mode were 3 to 4 years respectively. The site with the most Web experience had been online for 5 years, whilst the newest site in the sample was 1 year. Further analysis of the data revealed the following attitudes of ASO staff members in regard to the debut of their website.

Part of question one of the questionnaire measured addressed ASO strategic or tactical management of Internet marketing. Strategic management was defined as the long term planning of a strategy of the website. Tactical was defined as short term management (non strategic here and now decision making).

*Table 1a* STRATEGIC and TACTICAL

Region	Strategic	Tactical
South East (18 respondents)	5	13
North East (25)	17	8
West (24)	5	19
TOTAL	27 (40.29%)	40 (59.71%)

A total of forty respondents (59.71%) indicated their website was managed tactically, twenty seven said they managed it strategically. The North East region recorded the highest rate of strategic management with 68% of respondents indicating a strategic management of the Internet marketing medium. Seventy nine percent of ASOs in the West region recorded the highest rate indicating a tactical management approach.

Questions 1a & 1 b measured the attitude of ASO employees to:

1a) how the debut of the website financially affected the employee's role: and

1b) how the debut of the website financially affected the ASO.

The Australia wide average response for the website financially affecting the employee's role was 2.85. Response by region was South East 2.28, North East 3.64 and West 2.46.

The Australia wide average response for website financially affecting the ASO was 2.40.

Response by region was South East 2.50, North East 2.32 and West 2.23.

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**Question 2 How many pages does your site currently have?**

Question 2a: The number of website pages financially affected my role in the sporting organisation?

Question 2b The number of website pages financially affected the sporting organisation?

*Table 2* HOW MANY PAGES CURRENTLY ON WEBSITES

<b>QUESTION 2.</b>	<b>Australia wide</b>	<b>South East Region</b>	<b>North East Region</b>	<b>West Region</b>
<i>Mean Response (years)</i>	82.9	48.9	93.9	97.2
Median Response (years)	54	28.5	69	55
Mode Response (years)	50	34	34	40
Standard Deviation	77.5	66.6	71.5	85.4
Maximum (pages)	350	300	300	350
Minimum (pages)	12	12	12	20
<b>Questions 2a &amp; 2b.</b>				
Financially affected the employee role	2.85	2.39	4.42	3.56
Financially affected the ASO	2.40	2.44	3.96	3.08

Nationally, the respondents included a cross-section of websites at local, state and national level Australian sporting organisations. Responses to this question were varied but overall it is fair to say that the number of site pages from those who responded to this questionnaire varied widely. The mean number of pages per site for these respondents was 82.9 pages. The median figure was 54 pages and mode value was 50 pages. The

maximum number of pages indicated by the respondents was 350 while the minimum was 12.

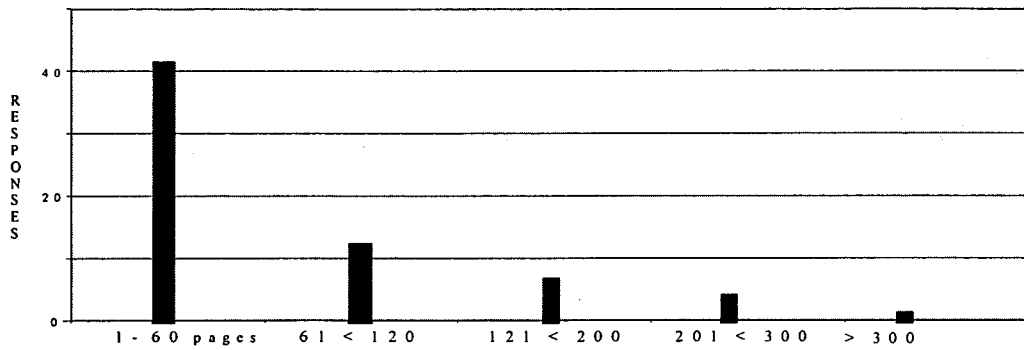
The South East Region included a cross-section of websites at local, state and national level Australian sporting organisations. Responses to this question were varied but overall the number of site pages from those who responded to this questionnaire varied widely. The mean number of pages per site for these respondents was 48.9 pages. The median figure was 28.5 pages and mode value was 34 pages. The maximum number of pages indicated by the respondents was 300 while the minimum was 12.

The North East Region included a cross-section of websites at local, state and national level Australian sporting organisations. Responses to this question were varied but overall the number of site pages from those who responded to this questionnaire varied widely. The mean number of pages per site for these respondents was 93.9 pages. The median figure was 69 pages and mode value was 50 pages. The maximum number of pages indicated by the respondents was 300 while the minimum was 12.

The West Region included a cross-section of websites at local, state and national level Australian sporting organisations. Responses to this question were varied but overall the number of site pages from those who responded to this questionnaire varied widely. The mean number of pages per site for these respondents was 93.9 pages. The median figure was 69 pages and mode value was 50 pages. The maximum number of pages indicated by the respondents was 300 while the minimum was 12. Further analysis revealed the following breakdown with regard to the number of pages offered by the sites responding to this question in Table 2a.

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Table 2a PAGES CATEGORISED



The Australia wide response indicated forty one (61%) of the questionnaire respondents had 60 pages or fewer, 13 (19%) had between 61 and 120 pages, 7 (10%) had between 121 and 200 pages, 5 (8%) had between 201 and 300 pages and one (2%) had 300 pages or more.

South East Region provided, 14 (78%) of the questionnaire respondents had 60 pages or fewer, 3 (17%) had between 61 and 120 pages, 0 (0%) had between 121 and 200 pages, 1 (5%) had between 201 and 300 pages and 0 (0%) had 300 pages or more. North East Region responses provided, 12 (50%) of the questionnaire respondents had 60 pages or fewer, 7 (29%) had between 61 and 120 pages, 3 (13%) had between 121 and 200 pages, 2 (8%) had between 201 and 300 pages and 0 (0%) had 300 pages or more. West Region responses provided, 14 (56%) of the questionnaire respondents had 60 pages or fewer, 4 (16%) had between 61 and 120 pages, 4 (16%) had between 121 and 200 pages, 2 (8%) had between 201 and 300 pages and 1 (4%) had 300 pages or more.



Respondents on a Australia wide scale answered two sub questions to question two of the questionnaire. These questions measured the attitude of ASO employees to:

2a) how the number of website pages financially affected the employee's role: and

2b) how the number of website pages financially affected the ASO.

The Australia wide average response for the website financially affecting the employee's role was 2.85. Response by region was South East 2.39, North East 4.42 and West 3.56.

The Australia wide average response for website financially affecting the ASO was 2.40.

Response by region was South East 2.44, North East 3.96 and West 3.08.

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**Question 3 How many unique hits do you register on your site each month?**

Question 3a: The number of website hits financially affected my role in the sporting organisation?

Question 3b: The number of website hits financially affected the sporting organisation?

*Table 3* HOW MANY UNIQUE HITS DOES YOUR SPORTING ORGANISATION REGISTER EACH MONTH?

	Australia wide	South East Region	North East Region	West Region
<i>Mean Response (years)</i>	1815	2296	1365	2188
Median Response (years)	250	65	400	400
Mode Response (years)	200	55	100	150
Standard Deviation	5588	9410	2029	4563
Maximum (pages)	40000	40000	6000	2000
Minimum (pages)	15	15	80	100
<b>Questions 3a &amp; 3b.</b>				
Financially affected the employee role	2.85	2.39	4.42	3.56
Financially affected the ASO	2.40	2.44	3.96	3.08

The Australia wide mean number of monthly page views was calculated to be 1815 while the median response was 250. The mode was calculated to be 200 unique hits per month. The standard deviation was 5588, a large number considering that the minimum value given as a response to this question was 15 page hits per month, while the maximum response was 40000 hits. See over page for the breakdown of unique hits registered within each region of Australia.

The South East Region mean number of monthly page views was calculated to be 2296 while the median response was 65. The mode was calculated to be 55 unique hits per month. The Standard deviation was 9410. The minimum value given as a response to this question was 15 page hits per month, while the maximum response was 40000 hits.

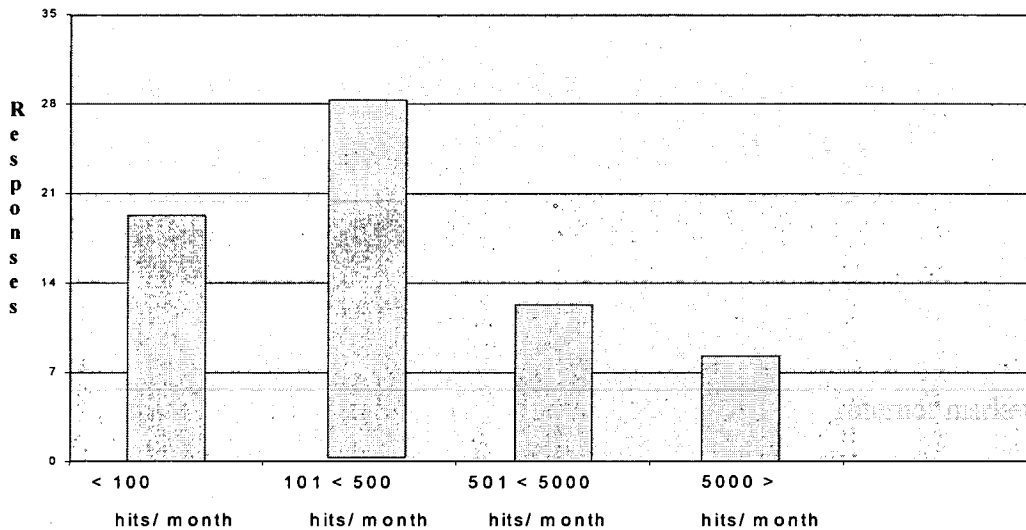
The mean number of monthly page views in the North East Region was calculated to be 1365 while the median response was 400. The mode was calculated to be 100 unique hits per month. The Standard deviation was 2029. The minimum value given as a response to this question was 80 page hits per month, while the maximum response was 6000 hits.

The mean number of monthly page views in the west region was calculated to be 2188 hits per month while the median response was 400. The mode was calculated to be 150 unique hits per month. The Standard deviation was 4563. The minimum value given as a response to this question was 100 page hits per month, while the maximum response was 20000 hits. Further analysis also revealed the following breakdown with regard to page views among respondents.

The Australia wide monthly unique hits (*Table 3b*) recorded that nineteen (28.4%) of the 67 respondents to this question indicated their sites registered 100 unique hits per

month or less, while a majority, 29 (43.3%) indicated their site registered between 101 and 500 hits per month. Eleven (16.4%) indicated between 501 and 5000 hits and 8 (11.9%) indicated unique hits in excess of 5000.

*Table 3a* MONTHLY UNIQUE HITS CATEGORISED – AUSTRALIA WIDE ONLY



Respondents on a Australia wide scale answered two sub questions to question three of the questionnaire. These questions measured the attitude of ASO employees to:

- 3a) how the number of website hits financially affected the employee's role: and
- 3b) how the number of website hits financially affected the ASO.

The Australia wide average response for the website financially affecting the employee's role was 3.48. Response by region was South East 2.77, North East 3.91 and West 3.40.

The Australia wide average response for website financially affecting the ASO was 3.03. Response by region was South East 3.11, North East 2.87 and West 3.10.

**Question 4 Which category mostly closely defines your type of website?**

Question 4a: The type of website financially affected my role in the sporting organisation?

Question 4b: The type of website financially affected the sporting organisation?

*Table 4* ASO WEBSITE TYPE DEFINED

<b>QUESTION 4</b> <i>Website type defined</i>	National	South East	North East	West Region
Team / League	12	4	8	0
Content site	54	13	17	24
Commerce site	1	1	0	0
Other.	0	0	0	0
<b>QUESTIONS 4a &amp; 4b</b>				
Financially affected the employee role	2.56	2.66	4.25	2.56
Financially affected the ASO	2.45	1.94	2.33	2.40

Twelve (17.9%) of the respondents to this question indicated that their website was a Team / League site, 54 (80.6%) of Australian sporting organisations's defined their website as content site, while 1 (1.5%) indicated they thought of their ASO website as a commerce site.

Respondents on a Australia wide scale answered two sub questions to question three of the questionnaire. These questions measured the attitude of ASO employees to:

4a) how the number of website hits financially affected the employees role: and

4b) how the number of website hits financially affected the ASO.

The Australia wide average response for the website financially affecting the employees role was 2.56. Response by region was South East 2.66, North East 4.25 and West 2.56.

The Australia wide average response for website financially affecting the ASO was 2.45.

Response by region was South East 1.94, North East 2.23 and West 2.40.

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**Question 5 Does your site focus on a single sport or does it take a multi-sport/all-sport approach?**

Question 5a: The focus of website hits financially affected my role in the sporting organisation?

Question 5b: The focus of website hits financially affected the sporting organisation?

*Table 5 SINGLE SPORT OR MULTI-SPORT*

QUESTION 5	National	South East	North East	West Region
Single sport	65	17	25	24
Multi sport	2	1	0	1
<b>QUESTIONS 5a &amp; 5b</b>				
Financially affected the employee role	3.05	1.72	2.46	3.40
Financially affected the ASO	2.60	1.88	1.79	3.32

Sixty five (97%) of the respondents to this question indicated that their website focused on a single sport. Two (3%) indicated taking a multi-sport or all sport approach. The south east region recorded one multi sport / sport for all website focus and the west region recorded the other multi sport / sport for all approach (*see Table 5*).

Respondents on a Australia wide scale answered two sub questions to question five of the questionnaire. These questions measured the attitude of ASO employees to:

5a) how the focus of website financially affected the employee's role: and

5b) how the focus of the website financially affected the ASO.

The Australia wide average response for the focus of website financially affecting the

employees was 3.05. The average responses by region for the focus of website financially affecting the employee's role were, South East 1.72, North East 2.46, West 3.40. The Australia wide average response for the focus of website financially affecting the ASO was 2.60. The average responses by region for the focus of website financially affecting the ASO were, South East 1.88, North East 1.79, West 3.32.



**Question 6** Approximately how many people do you employ in your online/Web division?

Question 6a: The number of employees required for the website financially affected my role in the sporting organisation?

Question 6b: The number of employees required for the website financially affected the sporting organisation?

*Table 6* HOW MANY EMPLOYEES IN ONLINE DIVISION

QUESTION 6.	Australia wide	South East Region	North East Region	West Region
<i>Mean Response (employees)</i>	1.48	1.50	1.68	1.21
Median Response	1	1	1	1
Mode Response	1	1	1	1
Standard Deviation	.766	.707	.945	.509
Maximum	4	3	4	3
Minimum	1	1	1	1
<b>Questions 6a &amp; 6b.</b>				
Financially affected the employee role	3.66	3.77	3.62	3.54
Financially affected the ASO	2.69	2.22	2.32	3.33

Nationally, the mean number of employees among the questionnaire respondents was 1.48 while 1 was the value for both the median and the mode. The standard deviation was .766. The greatest number of website employees among questionnaire respondents was 4 whilst the least employees was 1. In the South East Region the mean number of employees among the questionnaire respondents was 1.50 while 1 was the value for both the median and the mode. The standard deviation was .707. The greatest number of web employees among questionnaire respondents was 3 whilst the least employees was 1. In the North East Region the mean number of employees among the questionnaire respondents was 1.68 while 1 was the value for both the median and the mode. The standard deviation was .945. The greatest number of web employees among questionnaire respondents was 4 whilst the least employees was 1.

In the West Region the mean number of employees among the questionnaire respondents was 1.21 while 1 was the value for both the median and the mode. The standard deviation was .509. The greatest number of web employees among questionnaire respondents was 3 whilst the least employees was 1.

Respondents on a Australia wide scale answered two sub questions to question six of the questionnaire. These questions measured the attitude of ASO employees to:

- 6a) how the number of website employees financially affected the employee's role: and
- 6b) how the number of website employees financially affected the ASO.

The Australia wide average response for the number of website employees financially affecting the employees was 3.66. The average responses by region for the number of website employees financially affecting the employee's role were, South East 3.77, North East 3.62 and West 3.54. The Australia wide response for the focus of

website financially affecting the ASO was 2.69. The average responses by region for the number of website employees financially affecting the ASO were, South East 2.22, North East 2.32 and West 3.33.

**Question 7 In addition to the Internet, in which other media does your company maintain a presence?**

**Question 7a The additional media presence financially affected my role in the sporting organisation?**

**Question 7b The additional media presence financially affected the sporting organisation?**

*Table 7 OTHER MEDIA*

<b>QUESTION 7</b> <i>Other media</i>	National	South East	North East	West Region
Print	65	18	25	22
Television	0	0	0	0
Radio	0	0	0	0
None of the above	2	0	0	2
<b>QUESTIONS 7a &amp; 7b</b>				
Financially affected the employee role	2.89	3.39	3.08	2.33
Financially affected the ASO	2.57	2.72	2.92	2.08

Table 7 shows that sixty five (97%) of the 67 respondents indicated maintaining a presence in print, 2 (3%) indicated that they did not maintain a presence in any of these media. Television and radio scored 0. In the South East Region 100% of the respondents indicated maintaining a presence in print, Television, radio and none of the above scored 0. In the North East Region 100% of the respondents indicated maintaining a presence in print, Television, radio and none of the above scored 0. In the West Region 97% of the

respondents indicated maintaining a presence in print, 3% indicated that they did not maintain a presence in any of these media. Television and radio scored 0.

Respondents on a Australia wide scale answered two sub questions to question seven of the questionnaire. These questions measured the attitude of ASO employees to:

7a) the additional media presence financially affected the employee's role: and

7b) the additional media presence financially affected the ASO.

The Australia wide average response for the additional media presence financially affecting the employees was 2.89. The average responses by region for the additional media presence financially affecting the employee's role were South East 3.39, North East 3.08 and West 2.33. The Australia wide average response for the additional media presence financially affecting the ASO was 2.57. The average responses by region for the additional media presence financially affecting the ASO were, South East 2.72, North East 2.92 and West 2.08.

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**Question 8 If your company maintains a presence in other media, does your online content complements or duplicate that information?**

Question 8a: Complementing / Duplicating the media presence financially affected my role in the sporting organisation?

Question 8b: Complementing / Duplicating the media presence financially affected the sporting organisation?

*Table 8* COMPLEMENT OR DUPLICATE INFORMATION IN OTHER MEDIA

<b>QUESTION 8</b> <i>Other media</i>	National	South East	North East	West Region
Compliments	21	11	5	5
Duplicates	0	0	0	0
Both	46	7	20	19
<b>QUESTIONS 8a &amp; 8b</b>				
Financially affected the employee role	3.54	3.11	4.24	3.33
Financially affected the ASO	2.79	2.50	2.92	2.96

Of the respondents, 31.3% across Australia indicated that their sites offered content that complemented information available in their other media offerings whilst 68.7% indicated that their sites both complement and duplicate information.

Respondents on a Australia wide scale answered two sub questions to question eight of the questionnaire. These questions measured the attitude of ASO employees to:

8a) Complementing / duplicating the media presence financially affected the employee's role: and

8b) Complementing / Duplicating the media presence financially affected the ASO.

The Australia wide average response for Complementing / Duplicating the media presence financially affecting the employees was 3.54. The average responses by region for Complementing / Duplicating the media presence financially affecting the employee's role were South East 3.11, North East 4.24 and West 3.33. The Australia wide average response for Complementing / Duplicating the media presence financially affecting the ASO was 2.79. The average responses by region for Complementing / Duplicating media presence financially affecting the ASO were South East 2.50, North East 2.92, West 2.96.

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**Question 9 Please rank the following site goals – from most important (one) to least important (five) – with respect to your site?**

Question 9a: Website goals financially affected my role in the sporting organisation?

Question 9b: Website goals financially affected the sporting organisation?

*Table 9 RANKING SITE GOALS – NATIONAL*

	Useful information	Revenue source	Brand awareness	Promote other media	Other
Most important (1)	76% (50)	18%(12)	5% (4)	0	0
(2)	13% (9)	18%(12)	45% (30)	9% (6)	14%(10)
(3)	11% (8)	43% (29)	33% (22)	7% (5)	6% (4)
(4)	0	9% (6)	12% (8)	52% (35)	51% (35)
Least important (5)	0	12% (8)	5% (3)	32% (21)	29% (18)

Sixty seven respondents answered this question with all questions being answered in an ordinal fashion. Nationally, 76% ranked the goal “useful information” as the most important goal of their website, 13% ranked this goal ranked it second in importance, 11% ranked it third most important. Twelve (18%) ranked “revenue source” as the most important goal, 18% ranked it second in importance, 43% ranked it third most important, 9% ranked it fourth most important, and 12% ranked this goal least important. Four (6%) ranked “brand awareness” as the most important goal of their website, 45% ranked it second in importance, 33% ranked it third most important, 12% ranked it fourth most important and 5% ranked it fifth most important. Zero ranked “promotion of other media” as the most important, 9% ranked it second in importance, 8% ranked it third most important, 52% ranked it fourth most important and 32% ranked this goal least important. Under “Other”, no respondents clearly defined what other goals were. The following results were analysed under the broad heading of “Other.” Zero respondents



ranked other as their most important goal, 14%, ranked it as second most important, 6% ranked it as third most important, 51% ranked it as the fourth most important goal and 29% ranked "other" as the fifth most important. Breakdowns of these statistics can be found in Tables 9a, 9b and 9c.

*Table 9a* RANKING SITE GOALS – SOUTH EAST REGION

	Useful information	Revenue source	Brand awareness	Promote other media	Other
Most important (1)	72% (13)	22%(4)	6% (1)	0	0
(2)	11% (2)	16%(3)	56% (10)	0	17%(3)
(3)	17% (3)	50% (9)	28% (5)	6% (1)	0
(4)	0	6% (1)	6% (1)	66% (12)	22% (4)
Least important (5)	0	6% (1)	6% (1)	28% (5)	61% (11)

*Table 9b* RANKING SITE GOALS – NORTH EAST REGION

	Offer timely, useful information	Generate revenue	Extend an existing brand	Promote other media endeavours	Other
Most important (1)	84% (21)	12% (3)	6% (1)	0	0
(2)	4% (1)	12% (3)	40% (10)	16% (4)	24% (6)
(3)	12% (3)	10% (40)	28% (7)	8% (2)	16% (4)
(4)	0	12% (3)	24%(6)	36% (9)	28% (7)
Least important (5)	0	24% (6)	4% (1)	40% (10)	32% (8)

*Table 9c* RANKING SITE GOALS - WEST REGION

	Offer timely, useful information	Generate revenue	Extend an existing brand	Promote other media endeavours	Other
Most important (1)	71% (17)	21% (5)	8% (2)	0%	0%
(2)	21% (5)	25% (6)	42% (10)	8% (2)	4% (1)
(3)	8% (2)	42% (10)	42% (10)	8% (2)	0%
(4)	0%	8% (2)	4% (1)	59% (14)	25%(6)
Least important (5)	0%	4% (1)	4% (1)	25% (6)	17%(71)

Respondents on a Australia wide scale answered two sub questions to question nine of the questionnaire. These questions measured the attitude of ASO employees to:

9a) Website goals financially affected the employee's role: and

9b) Website goals financially affected the ASO.

The Australia wide average response for website goals financially affecting the employees was 3.57. The average responses by region for website goals financially affecting the employee's role were South East 3.89, North East 3.64 and West 3.25. The Australia wide average response for website goals financially affecting the ASO was 2.33. The average responses by region for website goals financially affecting the ASO were South East 2.33, North East 2.32 and West 2.50.

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## 2. PROMOTION

Questions 10 - 30 examined models used by Australian sporting organisations

**Question 10 Identify the approximate percentage of all revenue generated by the online revenue models?**

Question 10a- Revenue models financially affected my role in the sporting organisation?

Question 10b- Revenue models financially affected the sporting organisation?

*Table 10* REVENUE PERCENTAGES

<b>Subscription Model</b>	National
% of respondents use subscription model	35.8% (24)
Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	61.2%
Median percentage of revenue generated by model	75%
Mode percentage of revenue generated by model	80%
Standard Deviation	33.1
<b>Sales Model</b>	
% of respondents use Sales model	32.8% (22)
Maximum percentage of revenue generated by model	40%
Minimum percentage of revenue generated by model	5%

Mean percentage of revenue generated by model	17.9%
Median percentage of revenue generated by model	15%
Mode percentage of revenue generated by model	15%
Standard Deviation	8.91
<b>Banner Advertising Model</b>	
% of respondents using Banner Ad model	13.4% (9)
Maximum percentage of revenue generated by model	33%
Minimum percentage of revenue generated by model	2%
Mean percentage of revenue generated by model	9.44%
Median percentage of revenue generated by model	5%
Mode percentage of revenue generated by model	5%
Standard Deviation	9.29
<b>Sponsorship Model</b>	
% of respondents using Sponsorship model	46.3% (31)
Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	69.7%
Median percentage of revenue generated by model	80%
Mode percentage of revenue generated by model	100%
Standard Deviation	29.9
<b>Other Revenue Model</b>	
% of respondents using other revenue model	19.4% (13)

Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	21.2%
Median percentage of revenue generated by model	10%
Mode percentage of revenue generated by model	10%
Standard Deviation	24.8

Twenty four (35.8%) of responses to this question indicated that they used the subscription model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 100%, while the smallest percentage was 5%. The mean percentage for this model was 61.2%, the median was 75% and the mode was 80%. The standard deviation was 33.1.

Twenty two (32.8%) of responses to this question indicated that they used the sales model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 40%, while the smallest percentage was 5%. The mean percentage for this model was 17.9%, the median was 15% and the mode was 15%. The standard deviation was 8.91.

Nine (13.4%) of responses to this question indicated that they used the banner advertising model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 33%, while the smallest percentage was 2%. The mean percentage for this model was 9.44%, the median was 5% and the mode was 5%. The standard deviation was 9.29.

Thirty one (46.3%) of responses to this question indicated that they used the

sponsorship model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 100%, while the smallest percentage was 5%. The mean percentage for this model was 69.7%, the median was 80% and the mode was 100%. The standard deviation was 29.9.

Thirteen (19.4%) of responses to this question indicated that they used other model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 100%, while the smallest percentage was 5%. The mean percentage for this model was 21.2%, the median was 10% and the mode was 10%. The standard deviation was 24.8.

*Table 10a* REVENUE PERCENTAGES – SOUTH EAST REGION

<b><u>Subscription Model</u></b>	
% of respondents use subscription model	22.2% (4)
Maximum percentage of revenue generated by model	60%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	31.2%
Median percentage of revenue generated by model	30%
Mode percentage of revenue generated by model	no true mode
Standard Deviation	22.9
<b>Sales Model</b>	
% of respondents use Sales model	27.7% (5)
Maximum percentage of revenue generated by model	33%

Minimum percentage of revenue generated by model	15%
Mean percentage of revenue generated by model	19.6%
Median percentage of revenue generated by model	15%
Mode percentage of revenue generated by model	15%
Standard Deviation	4.60
<b>Banner Advertising Model</b>	
% of respondents using Banner Ad model	27.7% (5)
Maximum percentage of revenue generated by model	33%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	12.6%
Median percentage of revenue generated by model	10%
Mode percentage of revenue generated by model	10%
Standard Deviation	11.7
<b>Sponsorship Model</b>	
% of respondents using Sponsorship model	27.7% (5)
Maximum percentage of revenue generated by model	70%
Minimum percentage of revenue generated by model	15%

Mean percentage of revenue generated by model	43.6%
Median percentage of revenue generated by model	45%
Mode percentage of revenue generated by model	no true mode
Standard Deviation	21.0
<b>Other Revenue Model</b>	
% of respondents using other revenue model	(0)

Four (22.2%) of responses to this question indicated that they used the subscription model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents were 60%, while the smallest percentage was 5%. The mean percentage for this model was 31.2%, the median was 30% and there was no true mode. The standard deviation was 22.9.

Five (27.7%) of responses to this question indicated that they used the sales model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 33%, while the smallest percentage was 15%. The mean percentage for this model was 19.6%, the median was 15% and the mode was 15%. The standard deviation was 4.60.

Five (27.7%) of responses to this question indicated that they used the banner advertising model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 33%, while the smallest percentage was 5%. The mean percentage for this model was 12.6%, the median was 10% and the mode was 10%. The standard deviation was 11.7.

Five (27.7%) of responses to this question indicated that they used the



sponsorship model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 70%, while the smallest percentage was 15%. The mean percentage for this model was 43.6%, the median was 45% and there was no true mode. The standard deviation was 21.0.

Zero (0%) responses to this question indicated that they used other model as a source of revenue for their ASO.

*Table 10b* REVENUE PERCENTAGES – NORTH EAST REGION

<b><u>Subscription Model</u></b>	
% of respondents use subscription model	4% (1)
Maximum percentage of revenue generated by model	5%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	5%
Median percentage of revenue generated by model	5%
Mode percentage of revenue generated by model	5%
Standard Deviation	N/A
<b>Sales Model</b>	
% of respondents use Sales model	12% (3)
Maximum percentage of revenue generated by model	30%
Minimum percentage of revenue generated by model	10%

Mean percentage of revenue generated by model	18.3%
Median percentage of revenue generated by model	15%
Mode percentage of revenue generated by model	no true mode
Standard Deviation	10.4
<b>Banner Advertising Model</b>	
% of respondents using Banner Ad model	4% (1)
Maximum percentage of revenue generated by model	10
Minimum percentage of revenue generated by model	10
Mean percentage of revenue generated by model	10
Median percentage of revenue generated by model	10
Mode percentage of revenue generated by model	10
Standard Deviation	N/A
<b>Sponsorship Model</b>	
% of respondents using Sponsorship model	64% (16)
Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	50%
Mean percentage of revenue generated by model	85.3%
Median percentage of revenue generated by model	90%
Mode percentage of revenue generated by model	90%
Standard Deviation	14.3
<b>Other Revenue Model</b>	
% of respondents using other revenue model	40% (10)

Maximum percentage of revenue generated by model	30%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	14.5%
Median percentage of revenue generated by model	10%
Mode percentage of revenue generated by model	10%
Standard Deviation	7.98

One (4%) of responses to this question indicated that they used the subscription model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents were 5%, while the smallest percentage was 5%. The mean percentage for this model was 5%, the median was 5% and the mode was 5%. The standard deviation was not applicable.

Three (12%) of responses to this question indicated that they used the sales model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 30%, while the smallest percentage was 10%. The mean percentage for this model was 18.3%, the median was 15% and there was no true mode. The standard deviation was 10.4.

One (4%) of responses to this question indicated that they used the banner advertising model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 10%, while the smallest percentage was 10%. The mean percentage for this model was 10%, the median was 10% and the mode was 10%. The standard deviation was not applicable.

Sixteen (64%) of responses to this question indicated that they used the

sponsorship model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 100%, while the smallest percentage was 50%. The mean percentage for this model was 85.3%, the median was 90% and the mode was 90%. The standard deviation was 14.3.

Ten (40%) of responses to this question indicated that they used the sponsorship model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 30%, while the smallest percentage was 5%. The mean percentage for this model was 14.5%, the median was 10% and the mode was 10%. The standard deviation was 7.98.

*Table 10c* REVENUE PERCENTAGES – WEST REGION

<b><u>Subscription Model</u></b>	
% of respondents use subscription model	75% (18)
Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	15%
Mean percentage of revenue generated by model	73.9%
Median percentage of revenue generated by model	80%
Mode percentage of revenue generated by model	80%
Standard Deviation	25.9
<b>Sales Model</b>	
% of respondents use Sales model	62.5% (15)
Maximum percentage of revenue generated by model	40%
Minimum percentage of revenue generated by model	5%

Mean percentage of revenue generated by model	16.3%
Median percentage of revenue generated by model	15%
Mode percentage of revenue generated by model	15%
Standard Deviation	9.72
<b>Banner Advertising Model</b>	
% of respondents using Banner Ad model	12.5% (3)
Maximum percentage of revenue generated by model	5%
Minimum percentage of revenue generated by model	2%
Mean percentage of revenue generated by model	4%
Median percentage of revenue generated by model	5%
Mode percentage of revenue generated by model	5%
Standard Deviation	1.73
<b>Sponsorship Model</b>	
% of respondents using Sponsorship model	45.8% (11)
Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	5%
Mean percentage of revenue generated by model	53%
Median percentage of revenue generated by model	70%
Mode percentage of revenue generated by model	5%
Standard Deviation	39.7
<b>Other Revenue Model</b>	
% of respondents using other revenue model	8.3% (2)

Maximum percentage of revenue generated by model	100%
Minimum percentage of revenue generated by model	20%
Mean percentage of revenue generated by model	60%
Median percentage of revenue generated by model	N/A
Mode percentage of revenue generated by model	no true mode
Standard Deviation	N/A

Eighteen (75%) of responses to this question indicated that they used the subscription model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents were 100%, while the smallest percentage was 15%. The mean percentage for this model was 73.9%, the median was 80% and the mode was 80%. The standard deviation was 25.9.

Fifteen (62.5%) of responses to this question indicated that they used the sales model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 40%, while the smallest percentage was 5%. The mean percentage for this model was 16.3%, the median was 15% and the mode was 15%. The standard deviation was 9.72.

Three (12.5%) of responses to this question indicated that they used the banner advertising model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 5%, while the smallest percentage was 2%. The mean percentage for this model was 4%, the median was 5% and the mode was 5%. The standard deviation was 1.73.

Eleven (45.8%) of responses to this question indicated that they used the

sponsorship model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 100%, while the smallest percentage was 5%. The mean percentage for this model was 53%, the median was 70% and the mode was 5%. The standard deviation was 39.7.

Two (8.3%) of responses to this question indicated that they used the sponsorship model as a source of revenue for their ASO. The largest percentage of revenue noted by the respondents was 100%, while the smallest percentage was 20%. The mean percentage for this model was 60%; the median was not applicable and there was no true mode. The standard deviation was not applicable

Respondents on a Australia wide scale answered two sub questions to question 10 of the questionnaire. These questions measured the attitude of ASO employees to:

- 10a) Revenue model financially affected the employee's role: and
- 10b) Revenue financially affected the ASO.

The Australia wide average response for revenue model financially affecting the employees was 3.48. The average responses by region for revenue model financially affecting the employee's role were South East 4.27, North East 4.12, West 2.20. The Australia wide average response for revenue model financially affecting the ASO was 3.25. The average responses by region for revenue model financially affecting the ASO were South East 4.39, North East 3.60, West 2.04.

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**Question 11 Rank the revenue models from highest (one) to lowest (five) based on the amount of income that you expect each to generate on your site one year from now.**

Question 11a- Revenue models one year from now will financially affect my role in the sporting organisation (67 responses).

Question 11b- Revenue model one year from will financially affect the sporting organisation (67 responses).

*Table 11* REVENUE PERCENTAGES ONE YEAR FROM NOW – NATIONAL

		Subscriptions/ fees	Online Sales	Banner advertisements	Sponsorship	Other
Highest amount of income	(1)	25.4% (17)	3% (2)	0% (0)	70.1% (47)	1.5% (1)
	(2)	16.4% (11)	55.2% (37)	11.9% (8)	6% (4)	10.4% (7)
	(3)	29.9% (20)	22.4% (15)	44.8% (30)	3% (2)	0%
	(4)	23.9% (16)	16.4% (11)	38.8% (26)	20.9% (14)	0%
	(5)	4.5% (3)	3% (2)	4.5% (3)	0%	88.1% (59)

Seventeen respondents (25.4%) indicated that they expected subscription / fees model to generate the highest amount of income for their sites one-year from now, 11 (16.4%) expected it to generate the second highest amount of income, 20 (29.9%) expected it to generate the third highest amount of income, 16 (23.9%) expected it to generate the fourth highest amount of income and 3 (4.5%) expected it to generate the fifth highest amount of income one year from now.

Two respondents (1.5%) indicated that they expected the online sales model to generate the highest amount of income for their sites one year from now, 37 (55.2%) expected it to generate the second highest amount of income, 15 (22.4%)



expected it to generate the third highest amount of income, 11 (16.4%) expected it to generate the fourth highest amount of income and 2 (3%) expected it to generate the fifth highest amount of income one year from now.

Zero (0%) respondents indicated that they expected the banner advertising model to generate the highest amount of income for their sites one year from now, 8 (11.9%) expected it to generate the second highest amount of income, 30 (44.8%) expected it to generate the third highest amount of income, 26 (38.8%) expected it to generate the fourth highest amount of income and 3 (4.5%) expected it to generate the fifth highest amount of income one year from now.

Forty-seven respondents (70.1%) indicated that they expected the sponsorship model to generate the highest amount of income for their sites one year from now, 4 (6%) expected it to generate the second highest amount of income, 2 (3%) expected it to generate the third highest amount of income, 14 (20.9%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

One respondent (1.5%) indicated that they expected an other-model to generate the highest amount of income for their sites one-year from now, 7 (10.4%) expected it to generate the second highest amount of income, 0 (0%) expected it to generate the third highest amount of income, 0 (0%) expected it to generate the fourth highest amount of income and 59 (88.1%) expected it to generate the fifth highest amount of income one year from now.

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Table 11a REVENUE PERCENTAGES ONE YEAR FROM NOW

## – SOUTH EAST REGION

	Subscriptions/ fees	Online Sales	Banner advertisements	Sponsorship	Other	
Highest amount of income (1)	(0)	5.6% (1)	(0)	94.4% (17)	(0)	
(2)	16.7% (3)	61.1% (11)	22.2% (4)	(0)	(0)	
(3)	44.5% (8)	22.2% (4)	27.7% (5)	5.6% (1)	(0)	
(4)	38.8% (7)	11.1% (2)	50% (9)	(0)	(0)	
(5)	(0)	(0)	(0)	(0)	100%(18)	

Zero (0) respondents indicated that they expected subscription / fees model to generate the highest amount of income for their sites one-year from now, 3 (16.7%) expected it to generate the second highest amount of income, 8 (44.5%) expected it to generate the third highest amount of income, 7 (38.8%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

One respondent (5.6%) indicated that they expected the online sales model to generate the highest amount of income for their sites one year from now, 11 (61.1%) expected it to generate the second highest amount of income, 4 (22.2%) expected it to generate the third highest amount of income, 2 (11.2%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

Zero (0%) respondents indicated that they expected the banner advertising model to generate the highest amount of income for their sites one year from now, 4 (22.4%) expected it to generate the second highest amount of income, 5 (27.6%)

expected it to generate the third highest amount of income, 9 (50%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

Seventeen respondents (94.4%) indicated that they expected the sponsorship model to generate the highest amount of income for their sites one year from now, zero (0%) expected it to generate the second highest amount of income, 1 (5.6%) expected it to generate the third highest amount of income, zero (0%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

Zero respondents (0%) indicated that they expected another-model to generate the highest amount of income for their sites one-year from now, zero (0%) expected it to generate the second highest amount of income, zero (0%) expected it to generate the third highest amount of income, zero (0%) expected it to generate the fourth highest amount of income and 18 (100%) expected it to generate the fifth highest amount of income one year from now.

*Table 11b* REVENUE PERCENTAGES ONE YEAR FROM NOW –  
NORTH EAST REGION

	Subscriptions/ fees	Online Sales	Banner advertisements	Sponsorship	Other
Highest amount of income (1)	4% (1)	4% (1)	(0)	92% (23)	(0)
(2)	12% (3)	40% (10)	16% (4)	4% (1)	28% (7)
(3)	44% (11)	20% (5)	32% (8)	4% (1)	(0)
(4)	32% (8)	28% (7)	40% (10)	(0)	(0)
(5)	8% (2)	8% (2)	12% (3)	(0)	72% (18)

One respondent (4%) indicated that they expected subscription / fees model to generate the highest amount of income for their sites one-year from now, 3 (12%) expected it to generate the second highest amount of income, 11 (44%) expected it to generate the third highest amount of income, 8 (32%) expected it to generate the fourth highest amount of income and 2 (8%) expected it to generate the fifth highest amount of income one year from now.

One respondent (4%) indicated that they expected the online sales model to generate the highest amount of income for their sites one year from now, 10 (40%) expected it to generate the second highest amount of income, 5 (20%) expected it to generate the third highest amount of income, 7 (28%) expected it to generate the fourth highest amount of income and 2 (8%) expected it to generate the fifth highest amount of income one year from now.

Zero (0%) respondents indicated that they expected the banner advertising model to generate the highest amount of income for their sites one year from now, 4 (16%) expected it to generate the second highest amount of income, 8 (32%) expected it to generate the third highest amount of income, 10 (40%) expected it to generate the fourth highest amount of income and 3 (12%) expected it to generate the

fifth highest amount of income one year from now.

Twenty-three respondents (92%) indicated that they expected the sponsorship model to generate the highest amount of income for their sites one year from now, 1 (4%) expected it to generate the second highest amount of income, 1 (4%) expected it to generate the third highest amount of income, zero (0%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

Zero respondents (0%) indicated that they expected an other-model to generate the highest amount of income for their sites one-year from now, 7 (28%) expected it to generate the second highest amount of income, zero (0%) expected it to generate the third highest amount of income, zero (0%) expected it to generate the fourth highest amount of income and 18 (72%) expected it to generate the fifth highest amount of income one year from now.

*Table 11c* REVENUE PERCENTAGES ONE YEAR FROM NOW

– WEST REGION

		Subscriptions/ fees	Online Sales	Banner advertisements	Sponsorship	Other	
Highest amount of income	(1)	66.7% (16)	(0)	(0)	29.1% (7)	4.2% (1)	
	(2)	20.7% (5)	66.7% (16)	(0)	12.5% (3)	(0)	
	(3)	4.2% (1)	25% (6)	70.8% (17)	(0)	(0)	
	(4)	4.2% (1)	8.3% (2)	29.2% (7)	58.3% (14)	(0)	
	(5)	4.2% (1)	(0)	(0)	(0)	95.8% (23)	

Sixteen respondents (66.7%) indicated that they expected subscriptions / fees model to generate the highest amount of income for their sites one-year from now, 5 (20.7%) expected it to generate the second highest amount of income, 1 (4.2%) expected it to generate the third highest amount of income, 1 (4.2%) expected it to generate the fourth highest amount of income and 1 (4.2%) expected it to generate the fifth highest amount of income one year from now.

Zero respondents (0%) indicated that they expected the online sales model to generate the highest amount of income for their sites one year from now, 16 (66.7%) expected it to generate the second highest amount of income, 6 (25%) expected it to generate the third highest amount of income, 2 (8.3%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

Zero (0%) respondents indicated that they expected the banner advertising model to generate the highest amount of income for their sites one year from now, zero (0%) expected it to generate the second highest amount of income, 17 (70.8%) expected it to generate the third highest amount of income, 7 (29.2%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest amount of income one year from now.

Seven respondents (29.1%) indicated that they expected the sponsorship model to generate the highest amount of income for their sites one year from now, 3 (12.5%) expected it to generate the second highest amount of income, zero (0%) expected it to generate the third highest amount of income, 14 (58.3%) expected it to generate the fourth highest amount of income and zero (0%) expected it to generate the fifth highest

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amount of income one year from now.

One respondent (4.2%) indicated that they expected an other-model to generate the highest amount of income for their sites one-year from now, zero (0%) expected it to generate the second highest amount of income, 0 (0%) expected it to generate the third highest amount of income, 0 (0%) expected it to generate the fourth highest amount of income and 23 (95.8%) expected it to generate the fifth highest

Listed below is the data that measured the attitudes of the ASO's towards website revenue one year from now. Respondents on a Australia wide scale answered two sub questions to question 11 of the questionnaire. These questions measured the attitude of ASO employees to:

11a) Revenue model financially affected the employee's role one-year from now: and

11b) Revenue financially affected the ASO one-year from now.

The Australia wide average response for revenue model financially affecting the employees one year from now was 2.20. The average responses by region for revenue model financially affecting the employee's role one year from now were South East 2.00, North East 2.40, West 2.17. The Australia wide average response for revenue model financially affecting the ASO one-year from now was 2.13. The average responses by region for revenue model financially affecting the ASO one-year from now were South East 2.00, North East 2.36, West 2.13.

**Question 12 Rank the revenue models from highest (one) to lowest (five) based on the amount of income that you expect each to generate on your site three years from now?**

Question 12a- Revenue models three years from now will financially affect my role in the sporting organisation.

Question 12b- Revenue models three years from now will financially affect the sporting organisation.

*Table 12* REVENUE PERCENTAGES THREE YEARS FROM NOW

– AUSTRALIA WIDE (CUMULATIVE OF ALL RESPONSES)

		Subscriptions/ fees	Sales	Banner advertising	Sponsorship	Other
Highest amount of income	(1)	26.9% (18)	7.46% (5)	(0)	65.7% (44)	(0)
	(2)	17.9% (12)	47.7% (32)	19.4% (13)	4.5% (3)	10.4% (7)
	(3)	25.4% (17)	22.4% (15)	42.8% (32)	4.5% (3)	(0)
	(4)	26.9% (18)	19.4% (13)	28.4% (19)	25.4% (17)	(0)
	(5)	2.99% (2)	2.99% (2)	4.5% (3)	(0)	89.6% (60)

Eighteen respondents (26.9%) indicated that they expect subscription/fees model to generate the highest amount of income for their sites three years from now, 12 (17.9%) expect it to generate the second highest amount of income, 17 (25.4%) expect it to generate the third highest amount of income, 18 (26.9%) expect it to generate the fourth highest amount of income and 2 (2.99%) expect it to generate the lowest amount of income three years from now.

Five respondents (7.46%) indicated that they expect the online sales model to generate the highest amount of income for their sites three years from now, 32 (47.7%)



expect it to generate the second highest amount of income, 15 (22.4%) expected it to generate the third highest amount of income, 13 (19.4%) expect it to generate the fourth highest amount of income and 2 (2.99%) expect it to generate the lowest amount of income three years from now.

Zero respondents (0%) indicated that they expect the online banner advertising model to generate the highest amount of income for their sites three years from now, 13 (19.4%) expect it to generate the second highest amount of income, 32 (47.8%) expect it to generate the third highest amount of income, 19 (28.4%) expect it to generate the fourth highest amount of income and 3 (4.5%) expect it to generate the lowest amount of income three years from now.

Forty-four respondents (65.7%) indicated that they expect the sponsorship model to generate the highest amount of income for their sites three years from now, 3 (4.5%) expect it to generate the second highest amount of income, 3 (4.5%) expect it to generate the third highest amount of income, 17 (25.4%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Zero respondents (0%) indicated that they expect another model to generate the highest amount of income for their sites three years from now, 7 (10.4%) expect it to generate the second highest amount of income, zero (0%) expect it to generate the third highest amount of income, zero (0%) expect it to generate the fourth highest amount of income and 60 (89.6%) expect it to generate the lowest amount of income three years from now.

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Table 12a REVENUE PERCENTAGES THREE YEARS FROM NOW

## - SOUTH EAST REGION

		Subscriptions/ fees	Sales	Banner advertising	Sponsorship	Other
Highest amount of income	(1)	(0)	5.6% (1)	(0)	94.4% (17)	(0)
	(2)	16.7% (3)	55.6% (10)	27.8% (5)	(0)	(0)
	(3)	44.4% (8)	16.6% (3)	33.3% (6)	5.6% (1)	(0)
	(4)	38.9% (7)	22.2% (4)	38.9% (7)	(0)	(0)
	(5)	(0)	(0)	(0)	(0)	100% (18)

Zero respondents (0%) indicated that they expect subscription/fees model to generate the highest amount of income for their sites three years from now, 3 (16.7%) expect it to generate the second highest amount of income, 8 (44.4%) expect it to generate the third highest amount of income, 7 (38.9%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

One respondent (5.6%) indicated that they expect the online sales model to generate the highest amount of income for their sites three years from now, 10 (55.6%) expect it to generate the second highest amount of income, 3 (16.6%) expected it to generate the third highest amount of income, 4 (22.2%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Zero respondents (0%) indicated that they expect the online banner advertising model to generate the highest amount of income for their sites three years from now, 5 (27.8%) expect it to generate the second highest amount of income, 6 (33.3%)

expect it to generate the third highest amount of income, 7 (38.9%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Seventeen respondents (94.4%) indicated that they expect the sponsorship model to generate the highest amount of income for their sites three years from now, zero (0%) expect it to generate the second highest amount of income, 1 (5.6%) expect it to generate the third highest amount of income, zero (0%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Zero respondents (0%) indicated that they expect an other-model to generate the highest amount of income for their sites three years from now, zero (0%) expect it to generate the second highest amount of income, zero (0%) expect it to generate the third highest amount of income, zero (0%) expect it to generate the fourth highest amount of income and 18 (100%) expect it to generate the lowest amount of income three years from now.

*Table 12b* REVENUE PERCENTAGES THREE YEARS FROM NOW

– NORTH EAST REGION

		Subscriptions/ fees	Sales	Banner advertising	Sponsorship	Other
Highest amount of income	(1)	8%(2)	12% (3)	(0)	80% (20)	(0)
	(2)	12%(3)	28% (7)	32% (8)	(0)	28%(7)
	(3)	36% (9)	20% (5)	36% (9)	8% (2)	(0)
	(4)	36% (9)	32% (8)	20% (5)	12%(3)	(0)
	(5)	8%(2)	8%(2)	12% (3)	(0)	72% (18)

Two respondents (8%) indicated that they expect subscription/fees model to generate the highest amount of income for their sites three years from now, 3 (12%) expect it to generate the second highest amount of income, 9 (36%) expect it to generate the third highest amount of income, 9 (36%) expect it to generate the fourth highest amount of income and 2 (8%) expect it to generate the lowest amount of income three years from now.

Three respondents (12%) indicated that they expect the online sales model to generate the highest amount of income for their sites three years from now, 7 (28%) expect it to generate the second highest amount of income, 5 (20%) expected it to generate the third highest amount of income, 8 (32%) expect it to generate the fourth highest amount of income and 2 (8%) expect it to generate the lowest amount of income three years from now.

Zero respondents (0%) indicated that they expect the online banner advertising model to generate the highest amount of income for their sites three years from now, 8 (32%) expect it to generate the second highest amount of income, 9 (36%) expect it to generate the third highest amount of income, 5 (20%) expect it to generate the fourth highest amount of income and 3 (12%) expect it to generate the lowest amount of income three years from now.

Twenty respondents (80%) indicated that they expect the sponsorship model to generate the highest amount of income for their sites three years from now, zero (0%) expect it to generate the second highest amount of income, 2 (8%) expect it to generate the third highest amount of income, 3 (12%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three

years from now.

Zero respondents (0%) indicated that they expect an other-model to generate the highest amount of income for their sites three years from now, 7 (28%) expect it to generate the second highest amount of income, zero (0%) expect it to generate the third highest amount of income, zero (0%) expect it to generate the fourth highest amount of income and 18 (72%) expect it to generate the lowest amount of income three years from now.

*Table 12c* REVENUE PERCENTAGES THREE YEARS FROM NOW

– WEST REGION

		Subscriptions/ fees	Sales	Banner advertising	Sponsorship	Other
Highest amount of income	(1)	66.7%(16)	4.2% (1)	(0)	29.2% (7)	(0)
	(2)	25%(6)	62.4% (15)	(0)	12.5 (3)	(0)
	(3)	(0)	29.2% (7)	70.8 (17)	(0)	(0)
	(4)	8.3% (2)	4.2% (1)	29.2% (7)	58.3% (14)	(0)
	(5)	(0)	(0)	(0)	(0)	100% (24)

Sixteen respondents (66.7%) indicated that they expect subscription/fees model to generate the highest amount of income for their sites three years from now, 6 (25%) expect it to generate the second highest amount of income, zero (0%) expect it to generate the third highest amount of income, 2 (8.3%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

One respondent (4.2%) indicated that they expect the online sales model to generate the highest amount of income for their sites three years from now, 15 (62.4%) expect it to generate the second highest amount of income, 7 (29.2%) expected it to generate the third highest amount of income, 1 (4.2%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Zero respondents (29.2%) indicated that they expect the online banner advertising model to generate the highest amount of income for their sites three years from now, zero (0%) expect it to generate the second highest amount of income, 17 (70.8%) expect it to generate the third highest amount of income, 7 (29.2%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Seven (29.2%) indicated that they expect the sponsorship model to generate the highest amount of income for their sites three years from now, 3 (12.5%) expect it to generate the second highest amount of income, zero (0%) expect it to generate the third highest amount of income, 14 (58.3%) expect it to generate the fourth highest amount of income and zero (0%) expect it to generate the lowest amount of income three years from now.

Zero respondents (0%) indicated that they expect an other-model to generate the highest amount of income for their sites three years from now, zero (0%) expect it to generate the second highest amount of income, zero (0%) expect it to generate the third highest amount of income, zero (0%) expect it to generate the fourth highest amount of income and 24 (100%) expect it to generate the lowest amount of income

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three years from now.

Respondents on a Australia wide scale answered two sub questions to question 12 of the questionnaire. These questions measured the attitude of ASO employees to:

12a) Revenue model financially affected the employee's role three years from now: and

12b) Revenue financially affected the ASO three years from now.

The Australia wide average response for revenue model financially affecting the employees three years from now was 2.37. The average responses by region for revenue model financially affecting the employees role three years from now were South East 2.00, North East 2.56, West 2.46. The Australia wide average response for revenue model financially affecting the ASO three years from now was 2.23. The average responses by region for revenue model financially affecting the ASO three years from now were South East 2.00, North East 2.36, West 2.29.

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**Question 13 If you have had or will have banner advertising on your site, which pricing model do you use?**

Question 13a- Banner advertising financially affected my role in the sporting organisation

Question 13b- Banner advertising financially affected the sporting organisation

*Table 13* PRICING MODELS FOR BANNER ADS – NATIONAL

Cost per one thousand impressions	(0)
Click-through	(0)
Cost per lead/cost per buyer	(0)
Flat fee	68.6% (46)
Other	31.4%(21)

Zero respondents (0%) use or plan to use the cost per one thousand impressions model, zero (0%) use or plan to use the click-through model, zero (0%) use or plan to use the cost per lead/cost per buyer model, 46 (68.6%) use or plan to use the flat fee pricing for their advertising and 21 (34.4%) use or plan to use an other-model.

*Table 13a* PRICING MODELS FOR BANNER ADS – SOUTH EAST REGION

Cost per one thousand impressions	(0)
Click-through	(0)
Cost per lead/cost per buyer	(0)
Flat fee	100% (18)
Other	(0)



Zero respondents (0%) use or plan to use the cost per one thousand impressions model, zero (0%) use or plan to use the click-through model, zero (0%) use or plan to use the cost per lead/cost per buyer model, 18 (100%) use or plan to use the flat fee pricing for their advertising and zero (0%) use or plan to use an other-model.

*Table 13b* PRICING MODELS FOR BANNER ADS – NORTH EAST REGION

Cost per one thousand impressions	(0)
Click-through	(0)
Cost per lead/cost per buyer	(0)
Flat fee	88% (22)
Other	12% (3)

Zero respondents (0%) use or plan to use the cost per one thousand impressions model, zero (0%) use or plan to use the click-through model, zero (0%) use or plan to use the cost per lead/cost per buyer model, 22 (88%) use or plan to use the flat fee pricing for their advertising and 3 (12%) use or plan to use an other-model.

*Table 13c* PRICING MODELS FOR BANNER ADS – WEST REGION

Cost per one thousand impressions	(0)
Click-through	(0)
Cost per lead/cost per buyer	(0)
Flat fee	25% (6)
Other	75%(18)

Zero respondents (0%) use or plan to use the cost per one thousand impressions model, zero (0%) use or plan to use the click-through model, zero (0%) use or plan to use the

cost per lead/cost per buyer model, 6 (25%) use or plan to use the flat fee pricing for their advertising and 18 (75%) use or plan to use an other-model.

Respondents on a Australia wide scale answered two sub questions to question 13 of the questionnaire. These questions measured the attitude of ASO employees to:

13a) Banner ad models financially affect (or will affect) the employee: and

13b) Banner ad models financially affects (or will affect) the ASO.

The Australia wide average response for Banner ad models financially affect (or will affect) the employee was 3.13. The average responses by region for Banner ad models financially affect (or will affect) the employee were South East 2.00, North East 3.60, West 3.50. The Australia wide average response for Banner ad models financially affect (or will affect) the ASO was 2.32. The average responses by region for Banner ad models financially affect (or will affect) the ASO were South East 1.00, North East 2.28, West 3.37.

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**Question 14 Do you charge a subscription fee for any areas of your site?**

Question 14a- Subscription fees financially affected my role in the sporting organisation?

Question 14b- Subscription fees financially affected the sporting organisation?

*Table 14* CURRENTLY CHARGE A SUBSCRIPTION FEE?

Yes	(0)
No	100% (67)

Zero (0%) of the respondents do not charge a subscription fee for some areas of their website.

Respondents on a Australia wide scale answered two sub questions to question 14 of the questionnaire. These questions measured the attitude of ASO employees to:

14a) Subscription fees financially affect the employee: and

14b) Subscription fees financially affect the ASO.

The Australia wide average response for subscription fees financially affect the employee was 4.43. The average responses by region for subscription fees financially affect the employee were South East 5.00, North East 4.24, West 4.21. The Australia wide response for subscription fees financially affect the ASO was 4.45. The average responses by region for Subscription fees financially affect the ASO were South East 5.00, North East 4.24, West 4.25.

**Question 15 If you answered YES to question 14 approximately how many total subscribers do you have?**

There were no subscribers listed from the respondents (Follow-up to question 14)

The attitudes of employees towards the affect on their role was 5. The attitude of ASOs to the affect on the organisation was 5.

**Question 16 Has your sporting organisation ever charged a subscription fee for any area of its website?**

Question 16a- Subscription fees charged in the past financially affected my role in the sporting organisation.

Question 16b- Subscription fees charged in the past financially affected the sporting organisation.

*Table 16 CHARGED A SUBSCRIPTION FEE IN THE PAST?*

Yes	0%
No	100% (67)

All 67 respondents have not charged subscription fees to any areas of their sites in the past.

Respondents on a Australia wide scale answered two sub questions to question 16 of the questionnaire. These questions measured the attitude of ASO employees to:

16a) Past subscription fees financially affect the employee: and

16b) Past subscription fees financially affect the ASO.

The Australia wide average response for past subscription fees financially affect the employee was 4.73. The average responses by region for past subscription fees financially affect the employee were South East 4.33, North East 4.88, West 4.87

The Australia wide average response for past subscription fees financially affect the ASO was 4.77. The average responses by region for past subscription fees financially affect the ASO were South East 4.33, North East 4.96, West 4.91.

**Question 17 Does your sporting organisation plan to charge a subscription fee on your site one year from now?**

Question 17a- Subscription fees one year from now will financially affect my role in the sporting organisation.

Question 17b- Subscription fees one year from now will financially affect the sporting organisation.

*Table 17* PLAN TO CHARGE A SUBSCRIPTION FEE ONE YEAR FROM NOW

Yes	13.4% (9)
No	86.6% (58)

Nine (13.4%) of the 67 respondents plan to charge subscription fees on their sites one year from now. The nine (9) yes responses came from the North East Region.

Respondents on a Australia wide scale answered two sub questions to question 17 of the questionnaire. These questions measured the attitude of ASO employees to:

17a) Subscription fees (one year from now) will financially affect the employee: and

17b) Subscription fees (one year from now) will financially affect the ASO.

The Australia wide average response for future subscription fees financially affecting the employee one year from now was 4.45. The average responses by region for subscription fees financially affecting the employee one year from now were South East 4.88, North East 3.68, West 4.92. The Australia wide average response for subscription fees financially affecting the ASO one-year from now was 4.51. The average responses by region for subscription fees financially affecting the ASO one year from now were South East 4.88, North East 3.84, West 4.91.

**Question 18 Does your site currently offer fantasy sports participation for public consumption?**

Question 18a Fantasy sport financially affected my role in the sporting organisation.

Question 18b Fantasy sport financially affected the sporting organisation.

*Table 18 FANTASY SPORTS PARTICIPATION*

Yes	20.90% (14)
No	79.10% (53)

Two (2.98%) of the 67 respondents currently offer fantasy sport. One ASO is based in the North East region the other is based in the West region.

Respondents on a Australia wide scale answered two sub questions to question 18 of the questionnaire. These questions measured the attitude of ASO employees to:

18a) Fantasy sport financially affected the employee: and

18b) Fantasy sport financially affected the ASO.

The Australia wide average response for Fantasy sport financially affecting the employee was 4.58. The Australia wide average response for Fantasy sport financially affecting the ASO was 4.68. The average responses by region for Fantasy sport financially affecting the employee were South East 3.21, North East 3.96, West 4.91. The average responses by region for Fantasy sport financially affecting the ASO were South East 2.17 North East 4.24, West 4.91.

**Question 19 Has your sporting organisation offered fantasy sports participation for more than 3 years?**

Question 19a- Fantasy sport offering for more than 3 years financially affected my role in the sporting organisation?

Question 19b- Fantasy sport offering for more than 3 years financially affected the sporting organisation?

*Table 19 PAST FANTASY SPORTS PARTICIPATION*

Yes	0
No	100% (67)

No Australian sporting organisation that responded to this questionnaire have offered Fantasy sport participation for more than 3 years.

Respondents on a Australia wide scale answered two sub questions to question 19 of the questionnaire. These questions measured the attitude of ASO employees to:

19a) Offering fantasy sport financially affected the employee: and

19b) Offering fantasy sport financially affected the ASO.

The Australia wide response for offering Fantasy sport financially affecting the employee was 4.95. The Australia wide response for offering Fantasy sport financially affecting the ASO was 4.95. The average responses by region for Fantasy sport financially affecting the employee were South East 5.00, North East 4.96, West 4.91.

The average responses by region for Fantasy sport financially affecting the ASO were South East 5.00, North East 4.96, West 4.91.



**Question 20 Does your sporting organisation plan to offer Fantasy sport participation on your site one year from now?**

*Table 20 PLAN TO OFFER FANTASY SPORTS ONE YEAR FROM NOW*

	National	South East	North East	West
Yes	13.4% (9)	12	4	1
No	86.6% (58)	6	21	23

Nationally, 13.4% of the respondents plan to offer Fantasy sports participation on their websites one year from now. In the South East Region 22.2% plan to offer Fantasy sport participation on their websites one year from now, North East 16% plan to offer Fantasy sport participation on their websites and West Region 4.16% plan to offer Fantasy sport participation on their website.

Respondents on a national scale answered two sub questions to question 19 of the questionnaire. These questions measured the attitude of ASO employees to:

20a) Planning to offer fantasy sport one year from now will financially affected the employee: and

20b) Planning to offer fantasy sport one year from now will financially affected the ASO.

The Australia wide response for offering Fantasy sport financially affecting the employee was 4.23. The average responses by region for Fantasy sport financially affecting the employee were South East 4.44, North East 3.96, West 4.37. The Australia wide response for offering Fantasy sport financially affecting the ASO was 4.25. The average responses by region for Fantasy sport financially affecting the ASO were South East 4.55, North East 3.92, West 4.37.

**Question 21 If you offer fantasy sports participation on your site, do you currently charge a fee for participation?**

Question 21a- Fantasy sport fees financially affected my role in the sporting organisation?

Question 21b- Fantasy sport fees financially affected the sporting organisation?

*Table 21* CHARGE A FEE FOR FANTASY SPORTS PARTICIPATION

	National	South East	North East	West
Yes	2	10	1	1
No	65	8	24	23

Nationally, 3% of the respondents charge a fee for Fantasy sports participation.

Respondents on a national scale answered two sub questions to question 21 of the questionnaire. These questions measured the attitude of ASO employees to:

21a) Fantasy sport fees financially affected the employee: and

21b) Fantasy sport fees financially affected the ASO.

The Australia wide response for fantasy sport fees financially affecting the employee was 4.61. The average responses by region for fantasy sport fees financially affecting the employee were South East 5.00, North East 4.16, West 4.79. The Australia wide response for fantasy sport fees financially affecting the ASO was 4.61. The average responses by region for fantasy sport fees financially affecting the ASO were South East 5.00, North East 4.16, West 4.79.

**Question 22 Does your sporting organisation plan to charge a fee for fantasy sport participation one year from now?**

Question 22a- Fantasy sport fees one year from now will financially affect my role in the sporting organisation.

Question 22b- Fantasy sport fees one year from now will financially affect the sporting organisation.

*Table 22 CHARGE A FEE FOR FANTASY SPORTS PARTICIPATION ONE YEAR FROM NOW*

	National	South East	North East	West
Yes	10	14	2	5
No	57	4	23	19

Nationally, 14.9% plan to charge a fee for fantasy sports participation one year from now. In the South East Region 16.6% plan to charge a fee for fantasy sports participation one year from now, North East Region 8% plan to charge a fee for fantasy sports participation one year from now, West 20.8% plan to charge a fee for fantasy sports participation one year from now.

Respondents on a national scale answered two sub questions to question 22 of the questionnaire. These questions measured the attitude of ASO employees to:

22a) Fantasy sport fees (one-year form now) financially affected the employee: and

22b) Fantasy sport fees (one year from now) financially affected the ASO.

The Australia wide response for fantasy sport fees (one year from now) financially affecting the employee was 4.52. The Australia wide response for fantasy sport fees (One

year from now) financially affecting the ASO was 4.52. The average responses by region for fantasy sport fees (one year from now) financially affecting the employee were South East 4.55, North East 4.72, West 4.29. The average responses by region for fantasy sport fees (one year from now) financially affecting the ASO were South East 4.55, North East 4.72, West 4.19.

**Question 23 Does your website offer merchandise for sale on your site?**

Question 23a Merchandise for sale online financially affected my role in the sporting organisation?

Question 23b Merchandise for sale online financially affected the sporting organisation?

*Table 23* MERCHANDISE FOR SALE

	National	South East	North East	West
Yes	21	7	11	3
No	46	11	14	21

Nationally 31.34% of respondents currently offer merchandise for online purchase. In the South East Region 38.8% offer merchandise for online purchase, North East Region 44% offer merchandise for online purchase, West Region 12.5% offer merchandise for online purchase.

Respondents on a national scale answered two sub questions to question 23 of the questionnaire. These questions measured the attitude of ASO employees to:

23a) Online merchandise sales financially affect the employee: and

23b) Online merchandise sales financially affect the ASO.

The Australia wide response for online merchandise sales financially affecting the employee was 4.09. The Australia wide response online merchandise sales financially affecting the ASO was 4.12. The average responses by region for online merchandise

sales financially affecting the employee were, South East 4.39, North East 3.80, West 4.00. The average responses by region for online merchandise sales financially affecting the ASO were South East 4.61, North East 3.72, West 4.00.

**Question 24 Does your website process transactions online?**

Question 24a- Processing transactions online financially affected my role in the sporting organisation?

Question 24b- Processing transactions online financially affected the sporting organisation.

*Table 24* PROCESS TRANSACTIONS ONLINE

	National	South East	North East	West
Yes	8	4	1	3
No	59	14	24	21

Nationally, 11.94% process transactions online. In the South East Region 22.2% process transactions online, 4% of North East Region ASOs processes transactions online and 12.5% of West Region ASOs process transactions online.

Respondents on a national scale answered two sub questions to question 24 of the questionnaire. These questions measured the attitude of ASO employees to:

24a) Processing transactions online financially affected the employee: and

24b) Processing transactions online financially affected the ASO.

The Australia wide response for processing transactions inline financially affecting the employee was 4.16. The average responses by region for processing transactions online financially affecting the employee were South East 4.27, North East 4.08, West 4.16. The Australia wide response for processing transactions online financially affecting the ASO was 4.11. The average responses by region for processing

transactions online financially affecting the ASO were South East 4.27, North East 4.00, West 4.11.



**Question 25 Has your sporting organisation offered merchandise for sale online for more than three years?**

Question 25a- Online merchandise sales (for more than 3 years) financially affected my role in the sporting organisation.

Question 25b- Online merchandise sales (for more than 3 years) online financially affected the sporting organisation.

*Table 25 ONLINE MERCHANDISE FOR SALE MORE THAN THREE YEARS*

	National	South East	North East	West
Yes	7	1	6	0
No	60	17	19	24

Nationally, 10.44% of respondents have offered merchandise for sale online for more than three years. In the South East Region 5.55% of ASOs have offered merchandise for sale online for more than three years; in the North East Region 24% have offered merchandise for sale online for more than three years and in the West Region 0% have offered merchandise for sale online for more than three years.

Respondents on a national scale answered two sub questions to question 25 of the questionnaire. These questions measured the attitude of ASO employees to:

25a) Merchandise sales online (for more than three years) financially affected the employee: and

25b) Merchandise sales online (for more than three years) financially affected the ASO.

The Australia wide response for merchandise sales online (for more than three

years) financially affecting the employee was 4.68. The average responses by region for merchandise sales online (for more than three years) financially affecting the employee were South East 4.83, North East 4.36, West 4.91. The Australia wide response for merchandise sales online (for more than three years) financially affecting the ASO was 4.59. The average responses by region for merchandise sales online (for more than three years) financially affecting the ASO were South East 4.83, North East 4.12, West 4.91.

**Question 26 Does your sporting organisation plan to offer merchandise sales on the website one year from now?**

Question 26a- Online merchandise sales (1 year from now) will financially affect my role in the sporting organisation?

Question 26b- Online merchandise sales (1 year from now) will financially affect the sporting organisation?

*Table 26* MERCHANDISE SALES ONLINE ONE YEAR FROM “NOW” (AT THE TIME OF THE STUDY)

	National	South East	North East	West
Yes	29	15	8	6
No	38	3	17	18

Twenty-nine (43.3%) plan to offer merchandise sales online one year from now.

Fifteen (83.3%) plan to offer merchandise sales online one year from now. Eight (32%) plan to offer merchandise sales online one year from now. Six (25%) plan to offer merchandise sales online one year from now.

Respondents on a national scale answered two sub questions to question 26 of the questionnaire. These questions measured the attitude of ASO employees to:

26a) Merchandise sales online (1 year from now) will financially affect the employee: and

26b) Merchandise sales online (1 year from now) will financially affect the ASO.

The Australia wide response for merchandise sales online (1-year from now)

will financially affect the employee was 3.91. The average responses by region for merchandise sales online (1 year from now) will financially affect the employee were South East 3.16, North East 4.36, West 4.00. The Australia wide response for merchandise sales online (1 year from now) will financially affect the ASO was 3.65. The average responses by region for merchandise sales online (1 year from now) will financially affect the ASO were South East 4.83, North East 4.12, West 4.91.

**Question 27 Does your sporting organisation sell tickets to its sporting events on the website?**

Question 27a- Online ticket sales financially affect my role in the sporting organisation.

Question 27b- Online ticket sales financially affect the sporting organisation.

*Table 27 SELL TICKETS ONLINE*

	National	South East	North East	West
Yes	2	0	2	0
No	65	18	23	24

Nationally 2.98% of respondents sell tickets to its sporting events online. In the North East Region 8% sell tickets to its sporting events online. The South East Region and the West Region indicated no online ticket sales to their sporting events.

Respondents on a national scale answered two sub questions to question 27 of the questionnaire. These questions measured the attitude of ASO employees to:

27a) Ticket sales online financially affect the employee: and

27b) Ticket sales online financially affect the ASO.

The Australia wide response for ticket sales online financially affect the employee was 3.79. The Australia wide response for ticket sales online financially affect the ASO was 3.65. The average responses by region for ticket sales online financially affect the employee were South East 2.61, North East 4.12, West 4.33. The average responses by region for ticket sales online financially affect the ASO were South East 2.87, North East 3.96, West 3.65

**Question 28 Has your sporting organisation sold tickets to its sporting events in the past three years?**

Question 28a- Online ticket sales in the last three years financially affected my role in the sporting organisation.

Question 28b- Online ticket sales in the last three years financially affected the sporting organisation.

*Table 28 SOLD TICKETS ONLINE IN THE PAST THREE YEARS*

	National	South East	North East	West
Yes	9	1	8	8
No	58	24	16	16

Nine respondents sold ticket online in the past three years. One respondent sold ticket online in the past three years. One respondent sold ticket online in the past three years.

The South East region recorded no online ticket sales in the last three years.

Respondents on a national scale answered two sub questions to question 28 of the questionnaire. These questions measured the attitude of ASO employees to:

28a) Ticket sales online in the last three years financially affected the employee: and

28b) Ticket sales online in the last three years financially affected the ASO.

The Australia wide response for ticket sales online in the last three years financially affected the employee was 4.13. The Australia wide response for ticket sales online in the last three years financially affected the ASO was 3.98. The average responses by region for ticket sales online in the last three years financially affected the employee were

South East 3.38, North East 4.96, West 3.83. The average responses by region for ticket sales online in the last three years financially affected the ASO were South East 3.00, North East 4.84, West 3.83.

**Question 29 Does your sporting organisation plan to sell tickets to sporting events on the website one year from now?**

Question 29a- Online ticket sales one year from now will financially affect my role in the sporting organisation.

Question 29b- Online ticket sales one year from now will financially affect the sporting organisation.

*Table 29 PLAN TO SELL TICKETS ONLINE ONE YEAR FROM NOW*

	National	South East	North East	West
Yes	22	3	12	7
No	45	15	13	17

Twenty-two (32.8%) plan to sell tickets online one year from now. Three (16.6%) plan to sell tickets online one year from now. Three (16.6%) plan to sell tickets online one year from now. Seven (29.2%) plan to sell tickets online one year from now.

Respondents on a national scale answered two sub questions to question 29 of the questionnaire. These questions measured the attitude of ASO employees to:

29a) Ticket sales online one year from now will financially affect the employee: and

29b) Ticket sales online one year from now will financially affect the ASO.

The Australia wide response for ticket sales online one-year from now will financially affect the employee was 3.16. The average responses by region for ticket sales online one year from now will financially affect the employee were South East 2.33, North East 3.32, West 3.62. The Australia wide response for ticket sales



online one year from now will financially affect the ASO was 3.38. The average responses by region for ticket sales online one year from now will financially affect the ASO were South East 2.88, North East 3.72, West 3.41.

**Question 30 Rank the following marketing strategies in order of how heavily you rely on each to generate traffic to your site (1=most used, 7 =least used)?**

Question 30a- Marketing financially affects my role in the sporting organisation.

Question 30b- Marketing financially affects the sporting organisation.

*Table 30 RANK MARKETING STRATEGIES - NATIONAL*

	Leveraging media ventures	Print ad purch.	Online ad purch.	TV ad purch.	Radio ad purch.	Search engine placement	Other
Most used (1)	8.95% (6)	85.1%(57)	(0)	(0)	4.5% (3)	1.5% (1)	(0)
(2)	1.5% (1)	7.45%(5)	4.5%(3)	47.7%(32)	38.8% (26)	(0)	(0)
(3)	4.5 (3)	7.45%(5)	4.5%(3)	34.3%(23)	44.7% (30)	1.5% (1)	3% (3)
(4)	45% (30)	(0)	25.4%(17)	8.95% (6)	3% (2)	1.5% (1)	16.4% (11)
(5)	20.9% (14)	(0)	64.2%(43)	3% (2)	7.5% (5)	4.5%(3)	(0)
(6)	7.45% (5)	(0)	1.5% (1)	(0)	1.5%(1)	38.8% (26)	50.7%(34)
Least used (7)	11.90% (8)	(0)	(0)	6% (4)	(0)	52.2%(35)	29.9%(20)

The respondents' ranking of leveraging media ventures included 6 (8.95%) as the most used marketing strategy to generate online traffic to their website, 1 (1.5%) was second most used strategy, 3 (4.5%) was the third most used, 30 (45%) was the fourth most used, 14 (20.9) was the fifth most used, 5 (7.45%) was the sixth most used and 8 (11.95) was the least used strategy for marketing the ASO website.

The respondents' ranking of print advertisement purchase included 57 (85.1%) as the most used marketing strategy to generate online traffic to their website, 5 (7.45%) was second most used strategy, 5 (7.45%) was the third most used, zero (0) was the fourth most used, zero (0) was recorded as the fifth most used as also were the sixth and seventh 5 rankings.

The respondents' ranking of online advertisement purchase included zero (0) as

the most used marketing strategy to generate online traffic to their website, 3 (4.5%) was second most used strategy, 3 (4.5%) was the third most used, 17 (25.4%) was the fourth most used, 43 (64.1) was the fifth most used, 1 (1.5%) was the sixth most used and zero (0) was the least used strategy for marketing the ASO website. The respondents' ranking of television advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 32 (47.7%) was second most used strategy, 23 (34.3%) was the third most used, 6 (8.95%) was the fourth most used, 2 (3%) was the fifth most used, zero (0) was the sixth most used and 4 (6%) was the least used strategy for marketing the ASO website.

The respondents' ranking of radio advertisement purchase included 3 (4.5%) as the most used marketing strategy to generate online traffic to their website, 26 (38.8%) was second most used strategy, 30 (44.7%) was the third most used, 2 (3%) was the fourth most used, 5 (7.5%) was the fifth most used, 1 (1.5%) was the sixth most used and zero (0%) was the least used strategy for marketing the ASO website.

The respondents' ranking of search engine placement included 1 (1.5%) as the most used marketing strategy to generate online traffic to their website, zero (0%) was second most used strategy, 1 (1.5%) was the third most used, 1 (1.5%) was the fourth most used, 3 (4.5%) was the fifth most used, 26 (38.8%) was the sixth most used and 35 (52.2%) was the least used strategy for marketing the ASO website.

The respondents' ranking of another-marketing strategy included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0%) was second most used strategy, 2 (3%) was the third most used, 11 (16.4%) was the fourth most used, zero (0) was the fifth most used, 34 (50.8%) was the sixth most used

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and 20 (29.8%) was the least used strategy for marketing the ASO website.

*Table 30a* RANK MARKETING STRATEGIES – SOUTH EAST REGION

	Leveraging media ventures	Print ad purch.	Online ad purch.	TV ad purch.	Radio ad purch.	Search engine placement	Other
Most used (1)	5.5% (1)	94.5%(17)	(0)	(0)	(0)	(0)	(0)
(2)	(0)	5.5%(1)	5.5%(1)	55.5%(10)	39% (7)	(0)	(0)
(3)	(0)	(0)	(0)	39%(7)	50% (9)	(0)	5.5% (1)
(4)	77.9% (14)	(0)	(0)	5.5%(1)	5.5% (1)	(0)	11.1% (2)
(5)	(0)	(0)	94.5(17)	(0)	5.5% (1)	(0)	(0)
(6)	11.1% (2)	(0)	(0)	(0)	(0)	16.7% (3)	72.3%(13)
Least used (7)	5.5% (1)	(0)	(0)	(0)	(0)	83.3%(15)	11.1%(2)

The respondents' ranking of leveraging media ventures included 1 (5.5%) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, zero (0) was the third most used, 14 (77.9%) was the fourth most used, zero (0) was the fifth most used, 2 (11.1%) was the sixth most used and 1 (5.5%) was the least used strategy for marketing the ASO website.

The respondents' ranking of print advertisement purchase included 17 (94.5%) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, 1 (5.5%) was the third most used, zero (0) was the fourth most used, zero (0) was recorded as the fifth most used as also were the sixth and seventh rankings.

The respondents' ranking of online advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 1 (5.5%) was second most used strategy, zero (0) was the third most used, zero (0) was the fourth most used, 17 (94.5) was the fifth most used, zero (0) was the sixth most used and

zero (0) was the least used strategy for marketing the ASO website.

The respondents' ranking of television advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 10 (55.5%) was second most used strategy, 7 (39%) was the third most used, 1 (5.5%) was the fourth most used, zero (0) was the fifth most used, zero (0) was the sixth most used and zero (0) was the least used strategy for marketing the ASO website.

The respondents' ranking of radio advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 7 (39%) was second most used strategy, 9 (50%) was the third most used, 1 (5.5%) was the fourth most used, 1 (5.5%) was the fifth most used, zero (0) was the sixth most used and zero (0%) was the least used strategy for marketing the ASO website.

The respondents' ranking of search engine placement included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0%) was second most used strategy, zero (0) was the third most used, zero (0) was the fourth most used, zero (0) was the fifth most used, 3 (16.7%) was the sixth most used and 15 (83.3%) was the least used strategy for marketing the ASO website.

The respondents' ranking of another-marketing strategy included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, 1 (5.5%) was the third most used, 2 (11.1%) was the fourth most used, zero (0) was the fifth most used, 13 (72.3%) was the sixth most used and 2 (11.1%) was the least used strategy for marketing the ASO website.

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TABLE 30b RANK MARKETING STRATEGIES – NORTH EAST REGION

		Leveraging media ventures	Print ad purch.	Online ad purch.	TV ad purch.	Radio ad purch.	Search engine placement	Other
Most used	(1)	(0)	96%(24)	(0)	(0)	4% (1)	(0)	(0)
	(2)	(0)	4%(1)	(0)	56%(14)	40% (10)	(0)	(0)
	(3)	4%(1)	(0)	(0)	40%(10)	52% (13)	(0)	4% (1)
	(4)	48% (12)	(0)	32% (8)	(0)	4% (1)	(0)	16% (4)
	(5)	28% (7)	(0)	68 (17)	(0)	(0)	4% (1)	(0)
	(6)	8% (2)	(0)	(0)	(0)	(0)	36% (9)	56%(14)
Least used	(7)	12% (3)	(0)	(0)	4% (1)	(0)	60%(15)	24%(6)

The respondents' ranking of leveraging media ventures included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, 1 (4%) was the third most used, 12 (48%) was the fourth most used, 7 (28%) was the fifth most used, 2 (8%) was the sixth most used and 3 (12%) was the least used strategy for marketing the ASO website.

The respondents' ranking of print advertisement purchase included 24 (96%) as the most used marketing strategy to generate online traffic to their website, 1 (4) was second most used strategy, zero (0) was the third most used, zero (0) was the fourth most used, zero (0) was recorded as the fifth most used as also were the sixth and seventh rankings.

The respondents' ranking of online advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, zero (0) was the third most used, 8 (32%) was the fourth most used, 17 (68%) was the fifth most used, zero (0) was the sixth most used and zero (0) was the least used strategy for marketing the ASO website.

The respondents' ranking of television advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 15 (56%) was second most used strategy, 10 (40%) was the third most used, zero (0) was the fourth most used, zero (0) was the fifth most used, zero (0) was the sixth most used and 1 (4%) was the least used strategy for marketing the ASO website.

The respondents' ranking of radio advertisement purchase included 1 (4%) as the most used marketing strategy to generate online traffic to their website, 10 (40%) was second most used strategy, 13 (52%) was the third most used, 1 (4%) was the fourth most used, zero (0) was the fifth most used, zero (0) was the sixth most used and zero (0%) was the least used strategy for marketing the ASO website.

The respondents' ranking of search engine placement included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0%) was second most used strategy, zero (0) was the third most used, zero (0) was the fourth most used, 1 (4%) was the fifth most used, 9 (36%) was the sixth most used and 15 (60%) was the least used strategy for marketing the ASO website.

The respondents' ranking of another-marketing strategy included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, 1 (4%) was the third most used, 4 (16%) was the fourth most used, zero (0) was the fifth most used, 14 (56%) was the sixth most used and 6 (24%) was the least used strategy for marketing the ASO website.

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Table 30c RANK MARKETING STRATEGIES – WEST REGION

		Leveraging media ventures	Print ad purch.	Online ad purch.	TV ad purch.	Radio ad purch.	Search engine placement	Other
Most used	(1)	20.8%(5)	66.6%(16)	(0)	(0)	8.4% (2)	4.2% (1)	(0)
	(2)	4.2%(1)	16.6%(4)	8.4% (2)	33.8% (8)	37.5% (9)	(0)	(0)
	(3)	8.4%(2)	16.6%(4)	12.5%(3)	25%(6)	33.3% (8)	4.2%(1)	(0)
	(4)	16.6% (4)	(0)	37.5% (9)	20.8%(5)	(0)	4.2%(1)	20.8%(5)
	(5)	29.2% (7)	(0)	37.5 (9)	8.4%(2)	16.4%(4)	8.4% (2)	(0)
	(6)	4.2% (1)	(0)	4.2% (1)	(0)	4.2%(1)	58.3%(14)	29.2%(7)
Least used	(7)	16.6% (4)	(0)	(0)	12.5%(3)	(0)	20.8%(5)	50%(12)

The respondents' ranking of leveraging media ventures included 5 (20.8%) as the most used marketing strategy to generate online traffic to their website, one (4.2%) was second most used strategy, 2 (8.4%) was the third most used, 4 (16.6%) was the fourth most used, 7 (29.2%) was the fifth most used, 1 (4.2%) was the sixth most used and 4 (16.6%) was the least used strategy for marketing the ASO website.

The respondents' ranking of print advertisement purchase included 16 (66.6%) as the most used marketing strategy to generate online traffic to their website, 4 (16.6%) was second most used strategy, 4 (16.6%) was the third most used, zero (0) was the fourth most used, zero (0) was recorded as the fifth most used as also were the sixth and seventh rankings.

The respondents' ranking of online advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 2 (8.4%) was second most used strategy, 3 (12.5%) was the third most used, 9 (37.5%) was the fourth most used, 1 (4.2%) was the fifth most used, zero (0) was the sixth most used and zero (0) was the least used strategy for marketing the ASO website.



The respondents' ranking of television advertisement purchase included zero (0) as the most used marketing strategy to generate online traffic to their website, 8 (33.8%) was second most used strategy, 6 (25%) was the third most used, 5 (20.8%) was the fourth most used, 2 (8.4%) was the fifth most used, zero (0) was the sixth most used and 3 (12.5%) was the least used strategy for marketing the ASO website.

The respondents' ranking of radio advertisement purchase included 2 (8.4%) as the most used marketing strategy to generate online traffic to their website, 9 (37.5%) was second most used strategy, 8 (33.3%) was the third most used, zero (0) was the fourth most used, 4 (16.6%) was the fifth most used, 1 (4.2%) was the sixth most used and zero (0%) was the least used strategy for marketing the ASO website.

The respondents' ranking of search engine placement included 1 (4.2%) as the most used marketing strategy to generate online traffic to their website, zero (0%) was second most used strategy, one (4.2%) was the third most used, 1 (4.2%) was the fourth most used, 2 (8.4%) was the fifth most used, 14 (58.3%) was the sixth most used and 5 (20.7%) was the least used strategy for marketing the ASO website.

The respondents' ranking of another-marketing strategy included zero (0) as the most used marketing strategy to generate online traffic to their website, zero (0) was second most used strategy, zero (0) was the third most used, 5 (20.8%) was the fourth most used, zero (0) was the fifth most used, 7 (29.2%) was the sixth most used and 12 (24%) was the least used strategy for marketing the ASO website.

Respondents on a national scale answered two sub questions to question 30 of the questionnaire. These questions measured the attitude of ASO employees to:

30a) Marketing strategies financially affect the employee: an

30b) Marketing strategies financially affect the ASO.

The Australia wide response for marketing strategies financially affect the employee was 1.93. The average responses by region for marketing strategies financially affect the employee were South East 1.55, North East 1.88, West 2.25. The Australia wide response marketing strategies financially affect the ASO was 1.30. The average responses by region for marketing strategies financially affect the ASO were South East 1.06, North East 1.20, West 1.58.

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### 3. Price

Questions 31-34 provided information regarding the price of the Internet marketing. Each question presents data recorded from the respondents and that information is presented using tables and a narrative of the descriptive statistics that was drawn from the data.

**Question 31 Approximately how much money did your sporting organisation spend on all online marketing in the last financial year (67 responses)?**

Question 31a- Money spent on marketing financially affects my role in the sporting organisation.

Question 31b- Money spent on marketing financially affect the sporting organisation.

Table 31 MONEY SPENT ON MARKETING

	National	South East	North East	West
\$0	11	0	6	5
\$1 - \$10,000	30	0	12	18
\$10,001 < \$50,000	21	15	5	1
\$50,000 < \$100,000	4	2	2	0
\$100,000 < \$500,000	1	1	0	0
\$500,000 < \$1 million	0	0	0	0
\$1 million or more	0	0	0	0

Nationally, 16.4% of respondents spent zero dollars on online marketing of their website in the last financial year, 44.8% spent between \$1 and \$9, 999, 31.3% spent between \$10, 000 and \$49, 999, 6% spent between \$50,000 and \$99,999, 1.5% spent between 100, 000 and 499, 999. In the South East Region 83.3% spent between \$10, 000 and \$49, 999, 11.1% spent between \$50,000 and \$99,999 and 5.6% spent between 100, 000 and 499, 999. In the North East Region 24% spent zero dollars on online marketing of their website in the last financial year, 48% spent between \$1 and \$9, 999, 5 (20%) spent between \$10, 000 and \$49, 999, 8% spent between \$50,000 and \$99,999. In the West Region 25% spent no money on Internet marketing, 75% spent between \$1 and \$9, 999 and 4.2% spent between \$10, 000 and \$49, 999.

Respondents on a national scale answered two sub questions to question 31 of the questionnaire. These questions measured the attitude of ASO employees to:

31a) Money spent on marketing strategies financially affected the employee: and

31b) Money spent on marketing strategies financially affected the ASO.

The Australia wide response for money spent on marketing strategies financially affected the employee was 3.50. The average responses by region for money spent on marketing strategies financially affected the employee were South East 3.72, North East 3.40 and West 3.46. The Australia wide response money spent on marketing strategies financially affected the ASO was 2.90. The average responses by region for money spent on marketing strategies financially affected the ASO were South East 1.66, North East 3.28 and West 3.41.

**Question 32 Does your sporting organisation expect the amount of money spent on marketing in the last financial year to increase, decrease, stay the same or don't know?**

Question 32a- Fluctuations in money spent on marketing financially affected my role in the sporting organisation.

Question 32b- Fluctuation in money spent on marketing financially affect the sporting organisation.

*Table 32 CHANGE IN AMOUNT SPENT ON MARKETING*

	National	South East	North East	West
Increase	44	18	21	5
Decrease	0	0	4	0
Stay the same	23	0	0	19
Don't know	0	0	0	0

At the National level 65.7% of respondents expect to increase spending on the marketing of their websites, 34.3% believe the amount would stay the same. In the South East Region 100% expect to increase spending on the marketing of their web. In the North East Region 84% expect to increase spending on the marketing of their websites, 16% believe the amount would stay the same. In the West Region 20.8% expect to increase spending on the marketing of their websites, 79.2% believe the amount would stay the same.

Respondents on a national scale answered two sub questions to question 32 of the questionnaire. These questions measured the attitude of ASO employees to:

32a) Fluctuations in money spent on marketing strategies financially affect the employee:  
and

32b) Fluctuations in money spent on marketing strategies financially affect the ASO.

The Australia wide response for fluctuations in money spent on marketing strategies financially affected the employee was 2.49. The average responses by region for fluctuations in money spent on marketing strategies financially affect the employee were South East 1.88, North East 3.12, West 2.29. The Australia wide response for fluctuations in money spent on marketing strategies financially affect the ASO was 2.22. The average responses by region for fluctuation in money spent on marketing strategies financially affected the ASO were South East 1.06, North East 2.08 West 3.25.

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**Question 33 Approximately how much money (gross revenue in dollars) did your sporting organisations' website generate in the last financial year?**

Question 33a- Revenue generated by the website financially affects my role in the sporting organisation.

Question 33b- Revenue generated by the website financially affects the sporting organisation.

*Table 33 REVENUE GENERATED*

	National	South East	North East	West
\$0	10	14	4	6
\$1 < \$10,000	42	2	11	13
\$10,000 < \$50,000	14	2	9	5
\$50,000 < \$100,000	0	0	0	0
\$100,000 < \$500,000	0	0	0	0
\$500,000 < \$1 million	0	0	0	0
\$1 million or more	0	0	0	0
Don't know	1	0	1	0

Nationally, 14.9% of respondents generated no money in the last financial year from their website, 62.7% generated between \$1 and \$9,999, 20.9% generated between \$10,000 and \$49,999 and 1.5% did not know what revenue they generated from their website. In the South East Region 100% generated between \$1 and \$9,999. In the North East region 16% generated no money in the last financial year from their website, 44%

generated between \$1 and \$9,999, 9 (36%) generated between \$10,000 and \$49,999, and 4% did not know what revenue they generated from their website. In the West Region 25% generated no money in the last financial year from their website, 54.2% generated between \$1 and \$9,999 and 20.8% generated between \$10,000 and \$49,999.

Respondents on a national scale answered two sub questions to question 33 of the questionnaire. These questions measured the attitude of ASO employees to:

33a) Revenue generated by the website financially affected the employee: and

33b) Revenue generated by the website financially affected the ASO.

The Australia wide response for Revenue generated by the website financially affected the employee was 2.73. The average responses by region for revenue generated by the web financially affected the employee were South East 1.88, North East 3.08, West 3.00. The Australia wide response for revenue generated by the website financially affected the ASO was 2.50. The average responses by region for revenue generated by the website financially affected the ASO were South East 1.05, North East 3.00, West 3.08.



**Question 34** Approximately, what was the operating budget for online activities  
last financial year?

Question 34a- Operating budget financially affects the employee.

**Question 34b-** Operating budget financially affects the ASO.

Table 34 ONLINE BUDGET

	National	South East	North East	West
\$0	6	0	1	5
\$1 < \$10,000	48	13	19	16
\$10,000 < \$50,000	12	5	4	3
\$50,000 < \$100,000	(0)	0	0	0
\$100,000 < \$500,000	(0)	0	0	0
\$500,000 < \$1 million	(0)	0	0	0
\$1 million or more	(0)	0	0	0
Don't know	1	0	1	0

Six (8.9%) indicated online operating budgets of \$0, 48 (71.7%) indicated that they had budgets of between \$1 and \$9,999, 12 (17.9%) indicated that they had budgets of between \$10,000 and \$49,999, zero (0) indicated budgets of between \$50,000 and \$99,999, zero (0) indicated budgets of between \$100,000 and \$499,999, zero (0) indicated budgets of \$1 million or more and 1 (1.5%) said don't know.

Zero (0) indicated online operating budgets of \$0, 13 (72.2%) indicated that they had budgets of between \$1 and \$9,999, 5 (27.8%) indicated that they had budgets of between \$10,000 and \$49,999, zero (0) indicated budgets of between \$50,000 and \$99,999, zero (0) indicated budgets of between \$100,000 and \$499,999, zero (0) indicated budgets of \$1 million or more and zero (0) said don't know. One (4%) indicated online operating budgets of \$0, 19 (36%) indicated that they had budgets of

between \$1 and \$9,999, 4 (16%) indicated that they had budgets of between \$10,000 and \$49,999, zero (0) indicated budgets of between \$50,000 and \$99,999, zero (0) indicated budgets of between \$100,000 and \$499,999, zero (0) indicated budgets of \$1 million or more and 1 (4%) said don't know. Five (20.8%) indicated online operating budgets of \$0, 16 (66.7%) indicated that they had budgets of between \$1 and \$9,999, 3 (12.5%) indicated that they had budgets of between \$10,000 and \$49,999, zero (0) indicated budgets of between \$50,000 and \$99,999, zero (0) indicated budgets of between \$100,000 and \$499,999, zero (0) indicated budgets of \$1 million or more and zero (0) said don't know.

Respondents on a national scale answered two sub questions to question 34 of the questionnaire. These questions measured the attitude of ASO employees to:

34a) Operating budget financially affects the employee: and

34b) Operating budget financially affects the ASO.

The Australia wide response for operating budget financially affected the employee was 2.94. The average responses by region for operating budget financially affected the employee were, South East 2.27, North East 2.92, West 3.45. The Australia wide response for operating budget financially affected the ASO was 2.68. The average responses by region for operating budget financially affected the ASO were: South East 1.94, North East 2.80, West 3.12.

#### 4. PROFIT

Questions 35 through 41 were questions about profit via the Internet. A series of tables and a narrative describing the data is provided.

##### **Question 35 Is your sporting organisation's website cost exceeding revenue?**

Question 35a- Revenue exceeding cost financially affects the employee.

Question 35b- Revenue exceeding cost financially affects the ASO.

*Table 35 COSTS EXCEEDING REVENUE*

	National	South East	North East	West
Yes	26	17	5	4
No	41	1	20	20

Nationally 38.8% were profitable. In the South East Region 94.5% were not profitable, in the North East Region five 20% were not profitable and the West Region 16.7% were not profitable.

Bivariate analysis charts are listed below (*Charts 35a, 35b and 35c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics with regard to profitability. Charted responses are - national only.

*Table 35a PROFITABILITY VS. TIME ON INTERNET*

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	(0)	2.9% (2)	5.9% (4)	29.9%(20)	38.7%(26)
No	4.4% (3)	10.5% (7)	13.5% (9)	32.9%(22)	61.3%(41)

Zero (0) online less than a year said they were profitable, of the 9 who responded to 12 months but less than two years 2 (2.9%) said they were profitable, of the 13 who responded to 2 years but less than three years 4 (5.9%) said they were profitable and of the 42 who responded to three years or more 20 (29.9%) said they were profitable. A total of 26 (38.7%) of Australian sporting organisations indicated their website was profitable.

*Table 35b PROFITABILITY VS. SITE TYPE*

	Content	Team/ League	Commerce	Total
Total respon.	54	12	1	67
Yes	44.8% (30)	10.5% (7)	1.5%(1)	38
No	35.7% (24)	7.5% (5)	(0)	29

Thirty (44.8%) content sites said they were profitable, 7 (10.5%) Team/League sites said they were profitable, 1 (1.5%) Commerce site said it was profitable. A total of 38 (56.8%) of Australian sporting organisations indicated their website was profitable.

*Table 35c PROFITABILITY VS. SPORT OFFERINGS*

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	38.8% (26)	(0)	38.8%(26)
No	58.2% (39)	3% (2)	61.2%(41)

Twenty-six (38.8%) single sport websites said they were making a profit, zero (0) multi sport / sport for all said they were making a profit.

Respondents on a national scale answered two sub questions to question 35 of the questionnaire. These questions measured the attitude of ASO employees to:

35a) Revenue exceeding cost financially affects the employee: and

35b) Revenue exceeding cost financially affects the ASO.

The Australia wide response for revenue exceeds costs financially affected the employee was 3.89. The average responses by region for revenue exceeds costs financially affected the employee were, South East 3.50, North East 3.80, West 4.29.

The Australia wide response for revenue exceeds costs financially affected the ASO was 2.70. The average responses by region for revenue exceeds costs financially affected the ASO were South East 1.94, North East 2.24, West 3.75.

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**Question 36 Is profitability a goal of the sporting organisations website?**

Question 36a - Website profit goals financially affects the employees?

Question 36b - Website profit goals financially affects the ASO?

*Table 36 PROFITABILITY IS A CURRENT GOAL?*

	National	South East	North East	West
Yes	60	18	22	20
No	7	0	3	4

Nationally, 89.5% said profitability is a current goal of their website. In the South East Region 100% said profitability is a current goal of their website, in the North East Region 88% said profitability is a current goal whilst in the West Region 83.3% said profitability is a current goal.

Bivariate analysis Table are listed below (*Tables 36a, 36b and 36c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics with regard to profitability being a current goal. Charted responses are - national only.

*Table 36a PROFITABILITY AS A GOAL VS. TIME ON INTERNET*

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	4.5%(3)	11.9% (8)	7.9% (12)	55.2%(37)	89.5%(60)
No	(0)	1.5% (1)	1.5%(1)	7.5%(5)	10.5%(7)

Four point five percent that were online less than a year said they were profitable, 11.9% online for 12 months but less than two years, said they were profitable, 17.9% online for 2 years but less than three years said they were profitable and 52.2 % said they were profitable. A total of 89.5% of Australian sporting organisations indicated their website was profitable.

*Table 36b* PROFITABILITY AS A GOAL VS. SITE TYPE

	Content	Team/ League	Commerce	Total
Total resp.	54	12	1	67
Yes	71.6% (48)	16.41% (11)	1.5%(1)	60
No	8.95% (6)	10.4% (1)	(0)	7

Forty eight (71.6%) of Content sites said profit was a goal, 16.41% Team/League sites said profit was a goal, 1.5 % Commerce sites said its goal was to make a profit. A total of 89.6% of Australian sporting organisations said their goal for the website was to make a profit.

*Table 36c* PROFITABILITY AS A GOAL VS. SPORT OFFERINGS

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	86.6% (58)	1.5%(1)	88.1%(59)
No	10.4% (7)	1.5% (1)	11.9%(8)



Fifty-eight (86.6%) Single Sport websites said profit was a goal, one (1.5%) Multi Sport / Sport for all said profit was a goal.

Respondents on a national scale answered two sub questions to question 36 of the questionnaire. These questions measured the attitude of ASO employees to:

36a) Website profit goals financially affects the employees: and

36b) Website profit goals financially affects the ASO.

The Australia wide response for website profit goals financially affected the employees was 2.37. The average responses by region for website profit goals financially affected the employees were South East 1.38, North East 2.80, West 2.66.

The Australia wide response for website profit goals financially affected the ASO was 2.08. The average responses by region for website profit goals financially affected the ASO were South East 2.11, North East 2.04, West 3.12.

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**Question 37 Can website be profitable one year from now?**

Question 37a- Sporting organisation website will make a profit one-year from now  
will financially affect the employees?

Question 37b- Sporting organisation website will make a profit one-year from now  
will financially affect the ASO?

*Table 37 CAN SITE BE PROFITABLE IN ONE YEAR*

	National	South East	North East	West
Yes	62	18	23	21
No	5	0	2	3

Nationally, 92.5% said they believed the website could be profitable one year from now.

In the South East Region 100% said they believed the website could be profitable one year from now, North East Region 88% said they believed the website could be profitable, in the West Region 87.5% said they believed the website could be profitable.

Bivariate analysis Table are listed below (*Table 37a, 37b and 37c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics with regard to profit one year from now. Charted responses are - national only.

*Table 37a CAN SITE BE PROFITABLE IN ONE YEAR VS. TIME ON INTERNET*

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	4.5%(3)	13.4% (9)	17.9% (12)	56.7%(38)	92.5%(62)
No	(0)	(0)	1.5%(1)	6%(4)	7.5%(5)

Three (4.5%), online less than a year, said they believed the sporting organisation website will make a profit one year from now, 9 (13.4%), online for 12 months but less than two years, said they believed the sporting organisation website will make a profit one year from now, 12 (17.9%) online for 2 years but less than three years said they believed the sporting organisation website will make a profit one year from now and 38 (56.7%) said they believed the sporting organisation website will make a profit one-year from now. A total of 62 (92.5%) of Australian sporting organisations said they believed the sporting organisation website will make a profit one-year from now.

*Table 37b* CAN SITE BE PROFITABLE IN ONE YEAR VS. SITE TYPE

	Content	Team/ League	Commerce	Total
Total resp.	54	12	1	67
Yes	74.6% (50)	16.41% (11)	1.5%(1)	92.5%(62)
No	6% (4)	10.4% (1)	(0)	7.5%(5)

Fifty (74.6%) of Content sites believe they will make a profit one year from now, 11 (16.41% of Team / League sites believe they will make a profit one year from now and 1 (1.5%) Commerce site said it believes it will make a profit one-year from now. A total of 62 (92.5%) of Australian sporting organisations said they believed the sporting organisation website will make a profit one-year from now.

*Table 37c* CAN SITE BE PROFITABLE IN ONE YEAR VS. SPORT OFFERINGS

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	91% (61)	1.5%(1)	92.5%(62)
No	6% (4)	1.5% (1)	7.5%(5)

Sixty-one (91%) of Single Sport websites said they believe they will make a profit in one year, one (1.5%) Multi Sport / Sport for all said they believe they will make a profit in one year. A total of 62 (92.5%) of Australian sporting organisations said they believed the sporting organisation website will make a profit one-year from now.

Respondents on a national scale answered two sub questions to question 37 of the questionnaire. These questions measured the attitude of ASO employees to:

37a) Sporting organisation website will make a profit one-year from now will financially affect the employees: and

37b) Sporting organisation website will make a profit one-year from now will financially affect the ASO. The Australia wide response for sporting organisation website will make a profit one year from now will financially affect the employees was 2.40. The average responses by region for sporting organisation website will make a profit one year from now will financially affect the employees were South East 2.33, North East 2.36, West 2.50. The Australia wide response for website will make a profit one-year from now was 1.94. The average responses by region for website will make a profit one year from now will financially affect the ASO were, South East 1.77, North East 1.92, West 2.08.

**Question 38 Can website be profitable three years from now?**

Question 38a- Sporting organisation website will make a profit three years from now will financially affect the employees

Question 38b- Sporting organisation website will make a profit three years from now will financially affect the ASO.

*Table 38 CAN SITE BE PROFITABLE THREE YEARS FROM NOW (AT THE TIME OF THE STUDY)*

	National	South East	North East	West
Yes	65	18	24	23
No	2	0	1	1

Nationally, 97% said they believed the website could be profitable one year from now.

In the South East Region 100% said they believed the website could be profitable three years from now, North East Region 98.5% said they believed the website could be profitable, West Region 98.5% said they believed the website could be profitable.

Bivariate analysis Tables are listed below (*Tables 38a, 38b and 38c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics with regard to profit three years from now. Charted responses are - national only.

*Table 38a* CAN SITE BE PROFITABLE IN THREE YEARS (FROM THE TIME OF THE STUDY) VS. TIME ON INTERNET

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	4.5%(3)	13.4% (9)	17.9% (12)	59.7%(40)	95.5%(64)
No	(0)	(0)	1.5%(1)	3%(2)	4.5%(3)

Three (4.5%), online less than a year, said they believed the sporting organisation website will make a profit three years from now, 9 (13.4%), online for 12 months but less than two years, said they believed the sporting organisation website will make a profit three years from now, 12 (17.9%) online for 2 years but less than three years said they believed the sporting organisation website will make a profit three years from now and 40 (59.7%) said they believed the sporting organisation website will make a profit three years from now. A total of 64 (95.5%) of Australian sporting organisations said they believed the sporting organisation website will make a profit three years from now.

*Table 38b* CAN SITE BE PROFITABLE IN THREE YEARS (FROM THE TIME OF THE STUDY VS. WEBSITE TYPE

	Content	Team/ League	Commerce	Total
Total resp.	54	12	1	67
Yes	77.6% (52)	17.9% (12)	1.5%(1)	97%(65)
No	3% (2)	(0)	(0)	3%(2)

Fifty-four (77.6%) of Content sites believe they will make a profit three years from now, 12 (17.9%) of Team / League sites believe they will make a profit three years

from now and 1 (1.5%) Commerce site said it believes it will make a profit three years from now. A total of 65 (97%) of Australian sporting organisations said they believed the sporting organisation website will make a profit three years from now.

*Table 38c* CAN SITE BE PROFITABLE IN THREE YEARS (FROM THE TIME OF THE STUDY VS. SPORT OFFERINGS

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	94% (63)	3%(2)	97%(65)
No	3% (2)	(0)	3%(2)

Sixty-three (94%) of Single Sport websites said they believe they will make a profit in three years, 2 (3%) Multi Sport / Sport for all said they believe they will make a profit in three years. A total of 62 (92.5%) of Australian sporting organisations said they believed the sporting organisation website will make a profit three years from now.

Respondents on a national scale answered two sub questions to question 38 of the questionnaire. These questions measured the attitude of ASO employees to:

38a) Sporting organisation website will make a profit three years from now will financially affect the employees: and

38b) Sporting organisation website will make a profit three years from now will financially affect the ASO.

The Australia wide response for sporting organisation website will make a profit three years from now will financially affect the employees was 2.53. The average responses by region for sporting organisation website will make a profit three years from now will financially affect the employees were South East 1.94, North East 2.84, West 2.62. . The

Australia wide response for website will make a profit three years from now financially affect the ASO was 2.29. The average responses by region for website will make a profit one year from now will financially affect the ASO were South East 2.44, North East 2.32, West 2.29.



**Question 39 Do you believe other sporting organisations that have a website are turning a profit using the Internet?**

Question 39a- Belief that other ASOs websites make a profit financially affected the employees.

Question 39b- Belief that other ASOs websites make a profit financially affected the ASO.

*Table 39* OTHER SPORTING ORGANISATION WEBSITES OPERATE  
PROFITABLY

	National	South East	North East	West
Yes	37	5	20	12
No	30	13	5	12

Nationally, 55.2% believe that other Australian sporting organisations websites operate profitably. In the South East Region Five 27.7% believe that other Australian sporting organisations websites operate profitably, in the North East Region 80% believe that other Australian sporting organisations websites operate profitably and in the West Region 50% believe that other Australian sporting organisations websites operate profitably.

Bivariate analysis Tables are listed below (*Tables 39a, 39b and 39c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics with regard to the belief the other Australian sporting organisation website operates. Charted responses are - national only.

*Table 39a* OTHER ASOs OPERATE PROFITABLY VS. TIME ON INTERNET

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	3% (2)	6% (4)	12% (8)	32.8% (22)	53.7% (36)
No	1.5% (1)	7.5% (5)	7.5% (5)	29.8% (20)	46.3% (31)

Two (4.5%), online less than a year, said they believed other Australian sporting organisations websites make a profit, 4 (6%), online for 12 months but less than two years, said they believed other sporting organisation websites make a profit, 8 (12%) online for 2 years but less than three years said they believed other Australian sporting

organisation websites make a profit and 22 (32.8%) said they believed other sporting organisation websites make a profit. A total of 36 (53.7%) of Australian sporting organisations said they believed other sporting organisation website make a profit.

*Table 39b* OTHER ASOs OPERATE PROFITABLY VS. SITE TYPE

	Content	Team/ League	Commerce	Total
Total resp.	54	12	1	67
Yes	41.8% (28)	12% (8)	(0)	53.8%(36)
No	35.8% (26)	6% (4)	1.5%(1)	46.2%(31)

Twenty eight (41.8%) of Content sites believe other Australian sporting organisations websites make a profit, 8 (12%) of Team / League sites believe ASOs websites make a profit and zero (0) Commerce site said it believes other ASOs web sites make a profit. A total of 36 (53.8%) of Australian sporting organisations said they believed other sporting organisation websites make a profit.

*TABLE 39c* OTHER ASOs OPERATE PROFITABLY VS. SPORT OFFERINGS

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	55.2% (37)	(0)	55.2%(37)
No	41.8% (28)	3% (2)	44.8% (30)

Thirty seven (55.2%) of Single Sport websites said they believe other Australian sporting organisations websites make a profit, zero (0) Multi Sport / Sport for all said

they believe other sporting organisations websites make a profit. A total of 37 (55.2%) of Australian sporting organisations said they believed other sporting organisation websites make a profit.

Respondents on a national scale answered two sub questions to question 39 of the questionnaire. These questions measured the attitude of ASO employees to:

39a) Belief that other ASOs websites make a profit financially affected the employees.

39b) Belief that other ASOs websites make a profit financially affected the ASO.

The Australia wide response for sporting organisation belief that other ASOs websites make a profit financially affect the employees was 4.14. The average responses by region for sporting organisation belief that other ASOs websites make a profit will financially affect the employees were South East 4.38, North East 4.28, West 3.83.

The Australia wide response for sporting organisation belief that other ASOs websites make a profit was 4.37. The average responses by region for sporting organisation belief that other ASOs websites make a profit will financially affect the ASO were:

South East 4.94, North East 4.28, West 4.04.

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**Question 40 Do you believe that your sporting organisation will conduct (offer) any form of gambling for its website in the future?**

Question 40a- Website gambling will financially affect the employees role.

Question 40b- Website gambling will financially affect the ASO.

*Table 40 ASOs TO CONDUCT (offer) GAMBLING*

	National	South East	North East	West
Yes	37	17	10	10
No	30	1	15	14

Nationally, 55.2% Australian sporting organisations will conduct gambling in the future. In the South East Region Seventeen 98.5% Australian sporting organisations will conduct gambling in the future, in the North East 40% Australian sporting organisations will conduct gambling in the future and in the West Region 41.7% Australian sporting organisations will conduct gambling in the future.

Bivariate analysis Tables are listed below (*Tables 40a, 40b and 40c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics regarding the belief that Australian sporting organisation will conduct gambling on their website in the future. Charted responses are - national only.

*Table 40a ASOs WILL CONDUCT GAMBLING ON THEIR WEBSITE IN THE FUTURE VS. TIME ON INTERNET*

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	(0)	6% (4)	10.4% (7)	32.8% (23)	50.7% (34)
No	4.5% (3)	7.5% (5)	8.9% (6)	29.8% (19)	49.3% (33)

Zero (0), online less than a year, said they believed their Australian sporting organisation will conduct gambling on their website in the future, 4 (6%), online for 12 months but less than two years, said they believed their sporting organisation will conduct gambling on their website in the future, 7 (10.4%) online for 2 years but less than three years said they believed their sporting organisation will conduct gambling on their website in the future and 23 (32.8%) said they believed their sporting organisation will conduct gambling on their website in the future. A total of 34 (50.7%) of Australian sporting organisations said they believed their sporting organisation will conduct gambling on their website in the future.

*Table 40b* ASOs WILL CONDUCT GAMBLING ON THEIR WEB SITE IN THE FUTURE VS. SITE TYPE

	Content	Team/ League	Commerce	Total
Total resp.	54	12	1	67
Yes	37.2% (25)	12% (8)	1.5% (1)	50.7% (34)
No	43.3% (29)	6% (4)	(0)	49.3% (33)

Twenty-five (37.2%) of Content sites believe their Australian sporting organisation will conduct gambling on their website in the future, 8 (12%) of Team / League sites believe their Australian sporting organisation will conduct gambling

on their website in the future and 1 (1.5%) Commerce site said it believes their Australian sporting organisation will conduct gambling on their website in the future. A total of 34 (50.7%) said they their Australian sporting organisation will conduct gambling on their website in the future.

*Table 40c* ASOs CONDUCT GAMBLING VS. SPORT OFFERINGS

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	55.2% (37)	(0)	55.2%(37)
No	41.8% (28)	3% (2)	44.8% (30)

Thirty seven (55.2%) of Single Sport websites said their Australian sporting organisation will conduct gambling on their website in the future, zero (0) Multi Sport / Sport for all said their Australian sporting organisation will conduct gambling on their website in the future. A total of 37 (55.2%) Australian sporting organisations believe will conduct gambling on their website in the future.

Respondents on a national scale answered two sub questions to question 40 of the questionnaire. These questions measured the attitude of ASO employees to:

40a) Website gambling will financially affect the employees.

40b) Website gambling will financially affect the ASO.

The Australia wide response for website gambling will financially affect the employees was 2.98. The average responses by region for sporting organisation belief that website gambling will financially affect the employees were South East 2.33,

North East 3.4, West 3.25. The Australia wide response for website gambling will financially affect the ASO was 2.88. The average responses by region for sporting organisation belief that website gambling will financially affect the ASO were South East 2.22, North East 2.80, West 3.66.

**Question 41- Do you believe that other ASOs will conduct (offer) any form of gambling for its website in the future and make a profit?**

Question 41a- Other ASOs online gambling will financially affect the employees.

Question 41b- Other ASOs online gambling will financially affect the ASO.

*Table 41* BELIEF THAT OTHER ASOs WILL CONDUCT GAMBLING AND  
MAKE A PROFIT



	National	South East	North East	West
Yes	63	18	23	22
No	4	0	2	2

Nationally, 94% Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit. In the South East Region 100% of Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit, North East Region 92% believe other ASOs will conduct online gambling in the future and make a profit and in the West Region 97.7% believe other ASOs will conduct online gambling in the future and make a profit.

Bivariate analysis Tables are listed below (*Tables 41a, 41b and 41c*). These three variables (length of time on Internet, site type, and single sport/multi-sport categorisation) indicates respondent characteristics regarding the belief Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit. Tabled responses are national only.

*Table 41a* OTHER SPORTING ORGANISATIONS WILL CONDUCT (OFFER) ANY FORM OF GAMBLING FOR ITS WEBSITE IN THE FUTURE AND MAKE A PROFIT VS. TIME ON INTERNET

	less than a year	12 months < 2 years	2 years < 3 years	3 years or more	TOTAL
Total respon.	3	9	13	42	67
Yes	4.5% (3)	13.3% (9)	19.4% (13)	56.8% (38)	94% (63)
No	(0)	(0)	(0)	6% (4)	6% (4)

Three (4.5%), online less than a year, Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit, 9 (13.3%), online for 12 months but less than two years, Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit, 13 (19.4%) online for 2 years but less than three years Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit and 38 (56.8%) Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit. A total of 63 (94%) Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit.

*Table 41b* OTHER SPORTING ORGANISATIONS WILL CONDUCT (OFFER) ANY FORM OF GAMBLING FOR ITS WEBSITE IN THE FUTURE AND MAKE A PROFIT VS. SITE TYPE

	Content	Team/ League	Commerce	Total
Total resp.	54	12	1	67
Yes	74.6% (50)	17.9% (12)	1.5% (1)	94%(63)
No	6% (4)	(0)	(0)	6%(4)

Fifty (74.6%) of Content sites believe Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit, 12 (17.9%) of Team / League sites believe Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit and 1 (1.5%) Commerce site said it believes other ASOs will conduct online gambling in the future and make a profit. A total of 63 (94%) Australian sporting organisations believe other ASOs will conduct online gambling in the future and make a profit.

*Table 41c* OTHER SPORTING ORGANISATIONS WILL CONDUCT (OFFER)  
ANY FORM OF GAMBLING FOR ITS WEBSITE IN THE FUTURE  
AND MAKE A PROFIT VS. SPORT OFFERINGS

	Single Sport	Multi-sport	Total
Total respon.	65	2	67
Yes	94% (63)	3% (2)	97%(65)
No	3% (2)	(0)	3% (2)

Sixty-three (94%) of Single Sport websites said they believe other ASOs will conduct online gambling in the future and make a profit, 2 (3%) Multi Sport / Sport for all said they believe other ASOs will conduct online gambling in the future and make a profit. A total of 65 (97%) believe other ASOs will conduct online gambling in the future and make a profit.

Respondents on a national scale answered two sub questions to question 41 of the questionnaire. These questions measured the attitude of ASO employees to:

41a) Other ASOs online gambling will financially affect the employees.

41b) Other ASOs online gambling will financially affect the ASO.

The Australia wide response for other ASOs online gambling will financially affect the employees was 3.58. The average responses by region for sporting organisation belief that other ASOs online gambling will financially affect the employees were South East 3.16, North East 3.76, West 3.87. The Australia wide response for other ASOs online gambling will financially affect the ASO was 3.62. The average responses by region for sporting organisation belief that other ASOs online gambling will financially affect the ASO were, South East 2.88, North East 4.04, West 3.95.

**Appendix D**

**World Wide Web Growth**

# WW Growth

Hobbes Internet Timeline

<http://www.zakon.org/robert/internet/timeline/>

Date	No. WWW Sites	Date	No. WWW Sites	Date	No. WWW Sites
12/90	1	01/98	1,834,710	10/00	22,282,727
12/91	10	02/98	1,920,933	11/00	23,777,446
12/92	50	03/98	2,084,473	12/00	25,675,581
06/93	130	04/98	2,215,195	01/01	27,585,719
09/93	204	05/98	2,308,502	02/01	28,125,284
10/93	228	06/98	2,410,067	03/01	28,611,177
12/93	623	07/98	2,594,622	04/01	28,669,939
06/94	2,738	08/98	2,807,588	05/01	29,031,745
12/94	10,022	09/98	3,156,324	06/01	29,302,656
06/95	23,500	10/98	3,358,969	07/01	31,299,592
01/96	100,000	11/98	3,518,158	08/01	30,775,624
03/96	135,396	12/98	3,689,227	09/01	32,398,046
04/96	150,295	01/99	4,062,280	10/01	33,135,768
05/96	193,150	02/99	4,301,512	11/01	36,458,394
06/96	252,000	03/99	4,349,131	12/01	36,276,252
07/96	299,403	04/99	5,040,663	01/02	36,689,008
08/96	342,081	05/99	5,414,325	02/02	38,444,856
09/96	397,281	06/99	6,177,453	03/02	38,118,962
10/96	462,047	07/99	6,598,697	04/02	37,585,233
11/96	525,906	08/99	7,078,194	05/02	37,574,107
12/96	603,367	09/99	7,370,929	06/02	38,807,788
01/97	646,162	10/99	8,115,828	07/02	37,235,470
02/97	739,688	11/99	8,844,573	08/02	35,991,815
03/97	883,149	12/99	9,560,866	09/02	35,756,436
04/97	1,002,612	01/00	9,950,491	10/02	35,114,328
05/97	1,044,163	02/00	11,161,811	11/02	35,686,907
06/97	1,117,259	03/00	13,106,190	12/02	35,543,105
07/97	1,203,096	04/00	14,322,950	01/03	35,424,956
08/97	1,269,800	05/00	15,049,382	02/03	35,863,952
09/97	1,364,714	06/00	17,119,262	03/03	39,174,349
10/97	1,466,906	07/00	18,169,498	04/03	40,100,739
11/97	1,553,998	08/00	19,823,296	05/03	40,444,778
12/97	1,681,868	09/00	21,166,912	06/03	40,936,076
				07/03	42,298,371

**Appendix E**

**Descriptor of the Questions**

## **DESCRIPTOR OF THE QUESTIONS IN THE QUESTIONNAIRE**

The 41 questions were developed, arranged and integrated in each of the marketing mix elements of Place, Promotion, Price and Profit, and were done so to define bench marks against which pooled interdependent Australian sporting organisation Internet marketing practice could be measured, analysed and assessed. The mix element Place has a total of 9 questions, mix element Promotion has 21 questions, mix element Price has 4 questions and mix element Profit has 7 questions. The design of each question is discussed in sequence.

### **Place (Questions 1- 9)**

Questions 1 through 9 of the questionnaire are demographic questions about the respondent website. These questions were designed to provide a general profile of the online sports industry in Australia and gain responses that could be used for analysis relative to other questions in the questionnaire.

Questions 1, 2, 3 and 6 are close-ended in order to provide a more accurate representation of how long a site has been on the Web, how many pages of content it offers, how many hits it registers each month, and how many full-time and part-time workers the host organisation employs. It was hoped that patterns might emerge regarding attitudes about profitability relative to a site's size, experience and popularity. A hit-counter was chosen as a traffic measure because of its acceptance among the Sporting organisation Internet community as a reliable measure of interest of website traffic. Questions 1a, 2a, 3a and 6a of the questionnaire are designed to measure the employee's perception of the financial impact of the development of a website on their

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ASO role. Questions 1b, 2b, 3b and 6b of the questionnaire are designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 4 offers answer choices that allowed each respondent to identify the sports site category by which they identify their site. This question offers an open-ended "other" answer choice to allow respondents to provide greater detail about the type of content its site offers. It was provided in case a suitable answer could not be found among the three choices provided.

Question 4a is designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role. Question 4b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 5 determines whether a site has been constructed toward a particular sport, or offered content about a number of different sports. Questions 5a is designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role. Question 5b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 6 is designed to determine how many people are employed in the online division of the sporting organisation. Question 6a is designed to measure the main the financial impact (of the number of employees) on their Australian sporting

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organisation role. Question 6b is designed to measure the financial impact (of the number of employees) on the sporting organisation.

Question 7 is designed to determine whether a site is independent or gets support in other media. The respondent is given three nominal choices of media (print, television and radio), as well as an open-ended "other" answer choice. This was provided in case a medium in which a site maintains a presence is not among the main answer choices (e.g. bumper stickers). Question 7a is designed to the employee's perception of the financial impact of the development of a website on their Australian sporting organisation. Question 7b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 8 asks the respondent to identify whether their Web content has complemented information offered in other media (e.g. online game notes following a television broadcast), or has duplicated information offered in other media (e.g. offering an Internet broadcast of an Australian Football League game).

Question 8a is designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role. Question 8b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 9 is designed to identify the most important goals for sports marketers, and represents the first attempt to assess whether "profit potential" is the driving force behind the creation of a sport website. The respondents are given four potential site goals (as well as an open-ended "other" category for site goals that are not

listed). The respondents were asked to rank their responses using a Likert scale, 1 (most important) to 5 (least important) in regard to their websites. Question 9a is designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role. Question 9b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

#### Promotion (Questions 10 - 30)

Questions 10 through 12 are designed to measure which revenue models sports sites are using at present, and to identify trends toward or away from particular models.

Question 10 lists five online revenue models (and also offers an open-ended "other" category for revenue models that are not listed), and asks respondents to identify the approximate percentage of revenue that each model generated on the respondent's site. This question is left open-ended to provide a more accurate representation of the actual percentages of revenue being generated by each model.

In Questions 11 and 12, respondents are asked to rank each of the models listed in Question 10 with regard to their ability to generate revenue in the short term (one year from now) and long term (three years from now). Questions 11 and 12 contained open-ended components to allow respondents to identify potentially important revenue models that may not have been included in the answer choices provided.

Questions 10a, 11a and 12a are designed to measure the employee's perception of the financial impacts of the website, on their role in the Australian sporting organisation.

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Questions 10b, 11b and 12b of the questionnaire are designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 13 is designed to provide insight into the online advertising pricing models utilised by sites that indicate the use of banner ads in Question 10. The respondents are given four choices, as well as an open-ended answer choice to allow them to identify potentially important pricing models that may not have been included in the answer choices provided. Question 13a of the questionnaire is designed to measure the employee's perception of the financial impact of the development of a website on their role in the ASO. Question 13b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Questions 14 through 17 are designed to provide insight about the degree to which the subscription revenue stream is important to sports websites. These questions tried to identify past and current satisfaction with the subscription model as a revenue source, as well as the future intentions for this model.

Questions 14a, 15a and 16a of the questionnaire are designed to measure the employee's perception of the financial impact of the development of a website on their role at the ASO. Questions 14b, 15b and 16b of the questionnaire are designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

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Question 14 is a “Yes-No” question intended to determine how many sites in the respondents were currently charging subscription fees for content.

Question 15 is an open-ended follow-up to Question 14, in which respondents that answered “Yes” to Question 14 were asked to provide the size of their current subscriber base.

Question 16 is targeted to those respondents that indicated in Question 14 that they did not currently charge a subscription fee, and was designed to identify a possible trend away from the subscription revenue model.

Questions 16 and 17, both “Yes-No” questions, are designed to determine whether fantasy sports are expected to grow in popularity and asking respondents to identify whether or not they expect to offer this feature in the short term (one year from now) and the long term (three years from now).

Question 17a is designed to measure the employee’s perception of the financial impact of the development of a website on their role at the Australian sporting organisation. Question 17b is designed to measure the employee’s perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Questions 18 through 22 (all “Yes-No” questions) addressed the subscription model, but focus on a specific subscription fee – the charge for participation in online fantasy sports leagues.

Question 18 is intended to determine how many Australian sporting organisation offer fantasy sports participation.

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Question 19 is targeted to those in the respondents that indicate in Question 18 that they did not offer fantasy sports participation, and is designed to identify a possible trend away from fantasy sports offerings.

Question 20 is designed to determine whether the subscription model was expected to grow in popularity, asking the respondents to identify whether or not they expected to utilise this model one year from the time they received the assessment instrument.

Question 21 determines whether sites are currently charging a fee for fantasy sports participation.

Question 22 asks whether the respondent expected to charge a fee one-year from now. It was hoped this information would provide some insight for the respondent's future intentions for the use of the fantasy sports subscription model as a revenue stream.

Questions 18a through 22a are designed to measure the employee's perception of the financial impact of website development on their role at the Australian sporting organisation. Questions 18b through 22b are designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Questions 23 through 29 (all "Yes-No" questions) addressed the online commerce revenue stream for sport websites (including the sales merchandise and game day tickets), and attempt to identify the current degree of satisfaction with and future implications for this model.

Question 23 is designed to determine a percentage of the respondents that would sell merchandise on their website.

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Question 24 asks whether sites were capable of processing transactions online.

The intention in this question is to attempt to provide an indication of the level of sophistication of the respondents (whether they simply offer an online catalogue for offline purchases, or whether they actually sell merchandise on the website).

Question 25 is intended to those respondents that indicated in Question 23 that their site did not offer merchandise for sale. It asked whether their site has offered merchandise for sale online in the past. This question is intended to determine whether websites are moving away from the online commerce model.

Question 26 asks whether websites intend to offer merchandise for sale online in the future. It is hoped that answers to this question reveal trends toward or away from an online commerce revenue model.

Questions 27 through 30 are designed to explore the same trends as in Questions 23 through 26, but with a focus only on the online sale of tickets to sporting events.

Questions 22a through 29a are designed to measure the employee's perception of the financial impact of website development on their Australian sporting organisation role.

Questions 22b through 29b are designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 30 provided a list of six marketing strategies (as well as an open-ended "other" choice). The respondents are asked to rank them in order of how heavily they rely on each strategy to generate traffic to their websites (1 = a strategy that is "most used," 7 = a strategy that is "least used"). This question is intended to examine how the respondents were spending their advertising dollars to drive visitors to their sites.

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Question 30a is designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role. Question 30b of the questionnaire is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

#### Price (Questions 31 – 34)

Questions 31 through 34 are designed to identify whether the respondent's websites were operating within price and marketing expectations of the sporting organisation.

Question 31 asks the respondents to indicate the amount of money they spent on the marketing of their website in 2001. Six choices ranging from "\$0" spent to "more than \$1 million" were offered. This question was designed to provide information as to whether the respondents website was a viable product and worthy of substantial investment.

Question 31a is designed to measure the employee's perception of the financial impact of the development of a website on their professional life. Question 31b is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Question 32 is designed to assess how serious the respondents were about their World Wide Web venture. They are asked whether they will spend more money or less money or the same amount on website advertising in the current year as compared to the previous year.

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Question 32a is designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role.

Question is designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Questions 33 and 34 offer the same choices as Question 31. Question 33 asks respondents to indicate how much revenue their site generated in 2001. The outcome of this question was to discover how much revenue a site is capable of generating on their website.

Question 34 asks the respondent to indicate the total amount budgeted for their 2001 website. The purpose of this question is to discover how much revenue a site is capable of generating on the World Wide Web.

Question 33a and 34a are designed to measure the employee's perception of the financial impact of the development of a website on their Australian sporting organisation role. Question 33b and 34b are designed to measure the employee's perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

#### Profit (Questions 35 – 41)

Questions 35 through 41 (all "Yes-No" questions) are designed to indicate whether or not the respondent's websites were operating profitably on the World Wide Web. It is also designed to indicate whether or not the respondents believe that their sites could be

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profitable in the short, long terms and into the future. Profitability was defined (for these questions) as “revenue exceeds cost.”

Question 35 is designed to determine the percentage of websites of the respondents that were currently operating profitably.

Question 36 asks the respondents whether profitability was a goal of their website. It is hoped this question would assist in indicating how important this goal is to the existence of the each website.

Questions 37 and 38 are intended to indicate if the respondents were content to be subject to short-term losses for potential profitability in the future. Answers could also indicate whether the respondents perceived a trend toward website profitability. In these two questions, the respondents are asked whether they believe their site could be profitable in one year and in three years.

Question 39 The respondents are asked whether they believe that sports sites in general could be profitable, given the current exponential growth in technological use, developmental expertise and World Wide Web user base. This question is intended to indicate whether Australian sporting organisations believe there are industry-wide barriers that may prevent sports websites from being profitable in the future.

Question 35a through 39a are designed to measure the employee’s perception of the financial impact of the development of a website on their Australian sporting organisation role. Questions 35b through 39b are designed to measure the employee’s perception of the impact of the development of a website on the day to day financial outcomes of the sporting organisation.

Questions 40 asks if the sporting organisation is of the opinion of whether or

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not they thought gambling will form a part of their website in the future

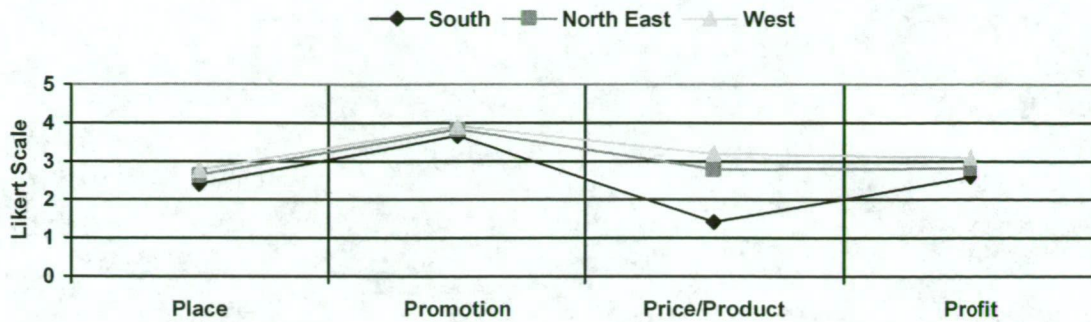
Question 40a asks if the respondent thought gambling would have an affect on their role. Question 40b asks if the respondents thought gambling would have an affect on the SO itself if they have gambling online.

Question 41 asks if the Sporting organisation was of the opinion of whether or not they thought gambling will form a part of other sporting organisation websites in the future. Question 41a asks if the respondent thought gambling on other Australian sporting organisation websites would have an affect on their role. Question 41b asks if the respondent thought gambling would have an affect on other Australian sporting organisations.

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## **APPENDIX F**

### **Employee Rating of this Study's Marketing Mix in their Internet Marketing**

**Employee rating of this study's marketing mix in their Internet marketing.****Key (Likert Scale)**

1 Strongly agree, 2 Agree, 3 Unsure, 4 Disagree, 5 Strongly disagree.

The data identified little difference in mean value scores of the importance of the marketing mix across all 3 regions. The mean value scores identified in figure 5.1 were close to the Likert scale score of 3. A score of 3 on the scale used for this study was defined as unsure.